Worker productivity as influenced by company culture: A systematic literature review

Geeta[1]*, Dr. S. K. Datta[2]

[1] Research Scholar, Capital University, Jharkhand

[2] Professor, Faculty of Commerce & Management, Capital University, Jharkhand

Abstract - Performance might relate to the efficacy, quality, and efficiency of task-level labour in the context of an individual worker. For example, your salesperson may be required to contact a particular number of prospective leads every hour, with a certain percentage of those calls ending in closed sales. A production worker, on the other hand, may be obliged to meet certain performance goals for both the quality of the things produced and their hourly output. According to the findings of the study, faculty members at private educational institutions were more happy with their jobs than those at public universities. There is no significant relationship between organisational culture and the degree of work satisfaction expressed by employees of Mazandaran Province's physical education office. Academics at private schools were more happy with their working circumstances, including pay, supervision, and career opportunities, than their colleagues at public universities. Academics in the public sector, on the other hand, were more satisfied with their colleagues' behaviour and the stability of their jobs. The link between work satisfaction and organisational culture is significant and beneficial.

Keywords - Culture, job performance, employees commitment and satisfaction

- x -

INTRODUCTION

The word "employee performance" refers to the manner in which your staff conduct themselves at work, as well as how successfully they carry out the obligations you have allocated them for their roles. Your organisation likely has a practise of creating performance targets for both individual employees and the firm as a whole, with the purposes of delivering exceptional value to customers, minimising waste, and operating operations efficiently.

In the context of an individual worker, performance may refer to the effectiveness, quality, and efficiency of task-level labour. For instance, your salesperson may be expected to make a specific number of calls per hour to potential leads, with a certain proportion of those calls resulting in closed sales. On the other hand, a production worker may be required to satisfy particular performance requirements for both the quality of the items produced and their hourly output.

Assessment of employee performance:

The evaluation of an employee's performance is not only crucial from a human resources standpoint, but also from the employees' perspective. Everyone wants their efforts and labour to be recognised and appreciated. Performance evaluations are an effective way for a company to recognise the efforts of its employees. The company evaluates an employee's work using a system known as performance evaluations, and the individual is then recognised for their contributions to the firm's success and growth.

During employee performance evaluations, a number of organisational factors are utilised to evaluate both the character and degree of professional success of an employee. The standards may include a variety of factors, such as the quality of the work, the efficiency of the task, the efficiency of the collaboration, the flexibility of the collaboration, etc. An employee will get recognition and benefits from the organisation depending on the rating given to their performance during the evaluation process.

The performance evaluation of an employee may be of great use to the employee in terms of addressing difficulties at work and finding solutions to such problems. Highly productive employees are vital to a company's success since they are the ones who can take the business to its maximum level. On the other hand, the inability of employees to do their duties efficiently may be detrimental to the organization's development.

Performance of employees at private universities:

Since the first oil well was sunk in 1938, the country has had much greater financial resources, which has had a substantial impact on the growth of the educational system. As the Kingdom entered a period of rapid economic growth, the Saudi

government became conscious of the need for educational institutions that would better equip Saudis for the expanding domestic labour market. The government would then support these institutions. There were not enough qualified personnel in the country at the time to manage the new economy. Since its start, the educational system has seen modest but constant progress, with the exception of the 1970s, which saw a burst of rapid development. Other recent factors, such as the advent of a more linked, information- and knowledge-driven global economy, contribute to the government's determination to give this sector the highest growth priority for the foreseeable future. During the reign of King Abdul-Aziz, the nation's first monarch, there were no institutes of higher learning in the country. The Preparatory Scholarship School, which was formed in 1935 and administered by the Directorate of Education, was the school from which a student had to graduate in order to attain the highest attainable educational level. This college only prepared pupils to pursue their education in foreign universities. In 1926, a scholarship made it possible for the first group of Saudi students to seek higher education to attend Al-Azhar University in Egypt. Nonetheless, the government swiftly determined that it was important to create its own higher education system, and so they began to build and expand it. In Saudi Arabia, the growth of the higher education system occurred in three main stages. From 1949 to 1960, the foundational phase of the higher education sector witnessed the creation of the industry's core components.

Satisfaction at Work:

One definition of job satisfaction is a positive emotional response experienced while doing one's job or being present at work. Job satisfaction is an intangible metric. In an effort to better serve their workers, major firms are seeking to measure employee happiness. It is crucial to remember that a person's degree of satisfaction with their career will differ from person to person. In the same workplace and under the same conditions, the factors that make one individual feel good about their job may not have the same effect on another employee. Consequently, it is essential to adopt a broad approach to the problem of employee satisfaction, which should encompass the following areas:

The challenging and demanding nature of the assignment, which motivates people to do even better.

- A certain degree of cosiness (short commutes, access to the appropriate digital tools, and flexible hours);
- A consistent demonstration of gratitude on the part of the immediate management and the business as a whole;
- Employees are able to maintain a high standard of living due to competitive compensation.

- The certainty of professional promotion commensurate with the employees' desired levels of personal growth.

Key stakeholder in the performance of personnel inside the organisation

Employees are major stakeholders in the creation and development of the organization's human and social capital, as well as a significant source of information and support for the development and execution of sustainable human resource management. Employees are also essential contributors to the construction and growth of an organization's physical capital (HRM). In view of current difficulties, the HRM concept must be reconsidered, with sustainable HRM being a more acceptable approach to actual human resource management. resource management. The objective of sustainable human resource management (HRM) is to achieve long-term goals and outcomes, with a primary focus on care for employees and the environment, encouragement of employee engagement and advancement, collaboration with other organisations, flexibility, compliance with labour standards, collaboration amongst workers, fairness and equality, and equality between men and women in the workplace, without affecting the company's profits.

The two most crucial parts of sustainable human resource management are employee engagement and organisational alignment (HRM). Growth, in addition to a combination of flexible working hours and new types of workspaces, are crucial to organisations today. vital in terms of their impact on the two fundamental objectives of sustainable human resource management, namely job happiness and employee retention. their effectiveness on the job. The labour market is in a constant state of upheaval, and as a consequence, the employee's function is growing in importance.

OBJECTIVE OF THE STUDY

In this study we categorized few specific objectives which deals with few particular issues of pollical sciences and parties' evolution. Its main objective is to understand the emergence of the organization culture and its impact on employee's performance and work commitment with various literature review.

- **Importance of proposed research work**

The outcomes of this research will show that the degree to which workers are content with their occupations differs in a systematic and meaningful way across various kinds of organisational cultures.

Furthermore, it will explain how organisational culture is a component in job happiness; furthermore, it will demonstrate the highest level of work satisfaction in the task culture, followed by the

Geeta[1]*, Dr. S. K. Datta[2]

power culture, and lastly the role culture has the lowest level.

REVIEW OF LITERATURE

Dr. Tariq Jalees and Shagufta Ghauri (2016) investigated the impact of organisational culture on job satisfaction, organisational commitment, and willingness to quit the firm at a private business university in Karachi. A total of 92 faculty members were chosen at random from a pool of 120. The Organizational Culture Assessment Instrument (OCAI) was used to assess organisational culture, and the questionnaire was built on a five-point Likert scale. To analyse the data acquired, quantitative research methods such as descriptive statistics, correlation, and multiple regression analysis were applied. According to the findings, knowledgeable personnel are great assets, and it is critical to inspire them by offering opportunities for professional growth. It has also been shown that when working circumstances are favourable, employees are driven and satisfied in their jobs.

Bogdan S.Vasyakin and colleagues (2016) used the Plekhanav Russian University of Economics as a case study to evaluate the organisational culture at a higher education institution. They aimed to find out which components of organisational culture are embedded in students by doing study on their engagement in the culture and developing judgments about those features. Survey methodology and the OCAI (Organizational Culture Assessment Instrument) model have been used as approaches. It was also determined that the institution has a hierarchical culture, and students at the university expect some changes in the way the culture is fashioned.

Ma.Leodevina C. Batugal et al. (2019) evaluated the influence of an organization's culture on workers' organisational commitment and job satisfaction at Catholic higher education institutions in the Philippines. The study's findings revealed that clans are the most prevalent kind of institution identified in the civilizations studied. Clan culture, one of these four unique cultural types, has the most positive impact on employees' degree of devotion to their professions and the greatest positive influence on employees' level of job satisfaction.

Lekshmi Sree Sreekumar Nair et al. (2017) explored the factors that contribute to and affect organisational culture on the degree of job satisfaction reported by employees in small and medium-sized information technology enterprises in India's southern region. Denison's Model was utilised to analyse the company's culture, and a sample size of 400 employees was chosen. The data analysis was carried out using Microsoft Excel. According to the data, culture has a significant and discernibly favourable influence on how content individuals are with their professions. Workers' devotion is a direct effect of a learning culture.

Vicente Prado and colleagues performed an analysis on knowledge management and organisational culture at a **Spanish software development business (2017).** Cortijo and Quintanilla (2004) designed the Organizational Culture Inventory (OCI) and the Organization Knowledge Practices (OKP) questionnaires, which were both employed to achieve the objectives. The entire sample size was 196 employees. According to the findings, the company is making strides in cultivating a healthy organisational culture. Furthermore, the firm put a high value on good knowledge management methods, especially in the context of collaboration.

Nidhin S. et al. (2015) investigated the impact of organisational culture on the day-to-day operations of ITES enterprises. The data set was created by compiling the replies of 191 employees to a standardised questionnaire. They looked at five key factors: organisational decision-making, teamwork, job clarity, physical working conditions, and perks and pay packages.

R.Durgadevi et al. (2017) did research on the relationship between organisational culture and organisational performance. The writers defined the many flavours of organisational culture in their study. The sample size was decided to be 230 IT employees, and the data was analysed using multiple regression analysis and ANOVA. The studies revealed that a Hierarchy cultural type is highly connected with improved performance.

The research paper "An Analytical Study of Public and Private Sector Bank Employees with Respect to Work Culture and Employee Morale" was done by **S. Pendke, Dr. Rajesh Timane, and Dr. Gayathri Band (2018).** In 2018, this research paper was published. The purpose of this study was to compare the work cultures and morale of employees working in public and private sector banks in Nagpur. It was discovered that the staff of public and private sector banks in Nagpur city had highly diverse points of view, leading to the conclusion that the viewpoints of these two groups are quite different.

B. A. Chukwu, S. M. Aguwamba, and E. C. Kanu conducted research on the influence of organisational culture on the performance of the **Nigerian banking sector (2017).** The goal of this study is to determine whether or not there is a link between organisational culture and the performance of Nigeria's banking industry. According to the findings, there is a statistically significant and positively associated connection between the independent variables—cultural fit, pillar of existence reinforcement, and organisational effectiveness improvement—and the dependent variable—organizational performance.

Sarath, P., and Manikandan, K. (2016) conducted a study titled "Organizational Culture and Work Stress among Bank Employees." The goal of this study was to identify the sort of organisational culture and

levels of job stress experienced by bank employees in northern Kerala. The data revealed that, with the exception of support, the links between organisational culture, various types of banks, and education had no significant influence on overall work stress and its elements - demand, control, and role.

Rana Tahir Naveed, Dr. Amer Hamzah Bin Jantan, and Naveed Ahmad (2016) conducted the research, which was titled "Organizational Culture and Organizational Change in Pakistani Commercial Banks." The major goal of this research project will be to investigate the relationship between organisational change and organisational culture. It has been observed that there is a relationship between an organization's culture and the change that happens inside the corporation. Employees would typically welcome change if it results in a better working environment, more job satisfaction, and a more positive attitude from leadership.

The study, titled "Relationship between Organizational Culture and in-role job Performance among Private Sector Bank Workers," was conducted by **Habiet-tuz-Zahra Moosvi1 and Imran Bukhari (2015).** This study was conducted in Islamabad and Rawalpindi to determine the nature of the relationship that exists between different components of organisational culture and in-role job performance among employees of private sector banks.

Naveena et al. (2019) investigated the factors that inspire academics to stay employed by their respective institutions. According to them, the amount of motivation shown by instructors is impacted by a range of factors, including monetary remuneration, student feedback, job stability, the relationship between bosses and subordinates, and many more.

Okele and Mtyuda (2017) performed study that presented their results, which demonstrated that a lack of resources, increased congestion, and indiscipline among students were important reasons of teacher unhappiness. Management choices are another aspect that may lead to educator job dissatisfaction. The sum of these factors has the effect of filling instructors' occupations with negativity and alienation from their work.

Ma. Leodevina C. Batugal (2019) evaluated the influence of organisational culture on the organisational commitment and job satisfaction of instructors in the context of Catholic higher education institutions in the Philippines. The cultural type of clan has been shown to be the most prevalent at Catholic higher education institutions in the Philippines. Furthermore, educators are deeply committed to the organisation for which they work and report high levels of job satisfaction. Clan culture is one of the four types of culture that has the most positive influence on teachers' organisational commitment and a somewhat positive impact on the amount of job satisfaction they experience throughout their careers.

Tharikh et al. (2016) analysed the data and discovered statistically significant and favourable connections between workplace satisfaction, organisational commitment, and organisational nationality behaviour.

Jalal Hanaysha (2016) investigated the association between job satisfaction in the higher education industry and four factors: employee engagement, employee motivation, the work environment, and organisational learning. A survey instrument was used to collect information from 242 different employees. The data that was acquired was analysed using Structural Equation Modelling. According to the findings, elements such as employee engagement, motivation, environment, and learning all have a significant effect in one's level of pleasure at work.

Deepali D. (2018) explored the several aspects that lead to job satisfaction and the relationship between job satisfaction and employee relations. Employee retention is positively related to work satisfaction, and the factors that promote job satisfaction include organisational image, organisational culture, remuneration, benefits, incentives, achievement, job security, leadership style, authority, and responsibility.

Marrut Manistitya et al. (2015) sought to examine how human resource management, job satisfaction, and employee commitment influence the desire to transfer personnel in their article. Quantitative research approaches were employed to perform an analysis of the data collected from 220 IT specialists. According to the findings of this research, a business with effective human resource management systems and policies would have pleased information technology experts at work, which leads to workers being devoted and loyal to the firm's success. This was revealed by reviewing the study's results. As a result, there will be a decrease in the intention to turnover. Bellary et al. (2015) attempted to investigate the influence of Information Communication and Technology (ICT) on the workers' job satisfaction among library professionals working at the prestigious Narsee Monjee Institute of Management Studies (NMIMS) Deemed University in India in their research. The present study aims to interview 13 competent library employees. The great majority of persons who answered were revealed to be in need of training on the most current advances in the field of libraries.

Wang, Wei, and Yi Zhang (2015) created a study model to investigate the link between employee satisfaction with information and communication technologies (ICTs) and work satisfaction. Employee Users' Satisfaction with Information and Communication Technologies (ICTs) Research Model is the name they gave their model. The survey was completed by 229 workers, and their responses were collected online. According to the study's results, having a job functions as a

Geeta[1]*, Dr. S. K. Datta[2]

moderator in the association between work satisfaction and contentment with technology use. Furthermore, the data supported the moderating effect of a mix of job and professional fit.

According to **Fawad Latif, K, et al. (2013),** the researchers discovered that employees' training plays a part in gaining job satisfaction. It was shown that several aspects of work happiness had a significant positive relationship with one another, resulting in a significant association between job satisfaction components connected to training programmes and employee progress. According to the study's results, a few crucial components must be present in order for employees to feel happy at work in today's knowledge-based and information-rich corporate environment. According to the study's results, companies must focus on employee capacity-building and development to achieve job satisfaction and generate a competitive advantage for their particular company organisations.

Obulesu Varikunta et al.(2019) performed study to discover the characteristics that employees in India's banking business feel contribute most to their level of job satisfaction. The data was mostly acquired via interviews with bank employees and management. It was revealed that the great majority of employees are happy with the behaviour of their coworkers.

Stephen Gatonye Njuguna and colleagues (2016) found a number of factors that impact employee satisfaction in Kenya's banking industry. The target audience consisted of 276 employees. A structured questionnaire was utilised to collect data, and the collected data was analysed statistically using correlation and regression coefficients to assess whether or not there is a causal relationship between the elements of employee happiness and satisfaction.

Analysis:

Cultural commodities include performers, musical groups, and authors, as well as recording studios, sticker firms, and publishing offices, as well as VHS and Blu-ray players, vinyl record shops, movie theatres, and bookshops. This chain has been prepared and pushed forward by the remains of a beautiful forest of power plays and strategies, all of which work by placing the populace in the same position, since the dawn of mass media. He has noticed a great increase in the number of remedial procedures being used to evaluate the broad diversity of topics that may be addressed under the umbrella term "culture manufacturing units."

These cultural contours were precisely defined in terms of degrees of uniqueness, socialism, and verticality-horizontality for their potential roles in influencing the usefulness of cross-border managerial information transfer.

The current research discovered that executives' perceived dependability was associated to employees' viewpoints on job satisfaction, management commitment, superior contentment, and workers' contributions to the organization's progress. This connection contains executives' apparent dependability based on performance as well as employee viewpoints on work satisfaction, management commitment, and contentment with one's superior.

Customer satisfaction, quantitative commitment, and the current preservation mix were all safeguarded. The frequency with which workers departed their jobs in the past mediated the relationship between satisfaction and retention. The guidelines are intended for client association administrators and researchers who use satisfaction surveys to forecast performance.

Others who put in more work tend to be rewarded for it, thus it seems to reason that they would like their employment more than those who put in less effort. This symbiotic connection demonstrates the absence of a one-way causal link between work pleasure and productivity. This is shown by the fact that these relationships arose simultaneously.

The M-H theory strongly disagrees with them since high service expenses can only alleviate work unhappiness and not provide job satisfaction. Job enrichment, defined by Herzberg as "the efforts to create employment with increased demands, responsibilities, and autonomy," is something he proposes businesses undertake to encourage their staff. As a consequence, employees will have an easier time finding purpose in their professions.

Because of the first dimension, there is an obvious contrast between effectiveness criteria that prioritise fluidity, flexibility, and dynamism and those that prioritise order, control, and command. By comparing their relative placements along the second dimension, we may distinguish between effectiveness criteria that prioritise internal orientation, integration, and unity and those that prioritise exterior orientation, differentiation, and competition. Organizational culture is linked to the effectiveness with which an organisation accomplishes its goals as a result of the interaction between the group's common values and beliefs as well as its shared norms and practises.

The quality of higher education services is tied to specific cultural prejudices. Faculty personnel had the highest prevalence of both the clan and hierarchy archetypes, while administrative workers had the highest prevalence of the hierarchy culture.

Employees are more likely to develop in honesty, skill, dependability, and devotion to the organisation as a whole if a company has a healthy and supportive culture. This might happen if the firm has a wonderful culture that motivates people to put their principles into action. Honesty, dependability, openness, and fidelity are prominent characteristics of trustworthy partnerships.

Geeta[1]*, Dr. S. K. Datta[2]

Professors' reports of enhanced work satisfaction and a good organisational culture may not always transfer into better outcomes for the institution. However, because to the significant role that corporate culture plays in increasing dedication, there may be some influence on teacher effectiveness.

The administrator should set a good example for the instructors by continuously enforcing the specified regulations and procedures. The School Foundation works with the principal to determine compensation policies and to promote acceptable job possibilities for teachers. Teachers must follow the organization's cultural values, respect the school's leadership and their colleagues, and endeavour to build a calm workplace if they wish to be satisfied in their job as educators.

Contentment is the opposite of dissatisfaction, therefore it may be described as the absence of dissatisfaction. Keeping workers healthy and comfortable may help minimise unhappiness and poor performance, but only addressing motivating factors will result in the kind of productivity improvement that firms want.

The levels of work satisfaction and loyalty of an educational institution's personnel have an impact on its efficacy.

Statistical investigation demonstrates a positive relationship between job satisfaction and organisational longevity. Employee loyalty was also shown to be positively related to work satisfaction.

Employees at public universities in Pakistan indicate a negative relationship between an organization's culture and their level of work satisfaction. Researchers in Pakistan concluded that public university staff in the nation may benefit from further training to boost their productivity.

The context, the goal, the leadership, the team dynamic, the social dynamics, the action plan, and the data. A semi-structured questionnaire was used to interview students and lecturers. All of the participants have now given their solutions to all six sets of questions, which cover every aspect of company culture.

Clan culture, as one of these four forms of culture, has the most positive influence on workers' devotion to their jobs and the largest positive effect on their job happiness.

The independent variables (cultural fit, pillar of existence reinforcement, and organisational efficiency improvement) all exhibit a positive and statistically significant relationship with the dependent variable (organisational performance). The productivity of an organisation is inversely connected to the independent variable of keeping a consistent pattern of behaviour. The two have a strained relationship.

It has been shown that an organization's culture influences how its personnel react to change. A favourable workplace transformation may have a major influence on morale and productivity.

A more bureaucratic organisational culture is positively associated to employee work performance, although a more creative culture is also related to higher performance. The influence of a favourable business culture on actual work production, on the other hand, was not statistically significant.

Managerial decisions may also contribute to teachers' discontent with their careers. All of these issues combine to produce a toxic work environment for educators, leading to increased disengagement and unhappiness.

Employee retention is strongly tied to job satisfaction, which is determined by elements such as leadership style, organisational culture, salary, benefits, incentives, sense of purpose, opportunity for growth, job security, and workplace autonomy.

When an organization's human resource management systems and policies are well-implemented, job satisfaction among IT professionals rises, resulting in increased employee commitment and loyalty. This was indicated by the study's findings. As a result, employees will have less motivation to change occupations.

Employees in today's knowledge-based and information-rich corporate environment need a few key aspects to be pleased in their professions. The study indicated that organisations must invest in their employees' capacity to learn and develop in their professions in order to boost employee satisfaction and achieve a competitive edge.

According to studies, there is a clear relationship between a rewarding work environment, successful leadership, and business culture. Leadership behaviour was also shown to be substantially (positively) related to workers' job satisfaction. The presence of a business culture is crucial since it plays a significant role in determining whether or not an organization's environment is conducive to effective work. Managers may influence workers' attitudes and behaviours on the job by communicating the company's values and encouraging everyone to live by them. Employees are more likely to contribute to successful collaboration when there is a solid connection between management and workers. Employee morale will improve as a result of the organization's efforts to instil pride in achieving its specified objectives and projects.

The two subgroups of an organization's total culture are management-centered organisational culture (OCM) and employee-centered organisational culture (EOC) (OCE). Both types of culture were

shown to have a favourable influence on work happiness, and the researcher discovered a positive and robust association between organisational culture and job contentment. He also discovered that nurses had a favourable opinion of the culture and report high levels of work satisfaction.

Compensation, the most expensive component for any firm, has a direct impact on employees' willingness to remain with their present job. The degree to which employees are satisfied with their jobs may be a predictor of their mental health. The data was analysed using a technique known as Structural Equation Modeling. The study relied on a survey of 194 temporary and permanent workers in the insurance business in Jakarta. The findings demonstrated that both organisational culture and monetary remuneration had a positive influence on job contentment, implying that high levels of both elements might boost employees' satisfaction with their jobs. Salary expectations were shown to be linked to final leave rates. Employees' intentions to quit an organisation are related to organisational culture and salary, while job satisfaction may help to mitigate this relationship.

CONCLUSION

Faculty members at private educational institutions were more satisfied with their job than those at state institutions of higher education. There is no significant correlation between organisational culture and the level of job satisfaction reported by employees of the physical education office in Mazandaran Province. Academics at private schools were more satisfied with their working conditions, including compensation, supervision, and possibilities for advancement, than their counterparts at public institutions. On the other hand, academics working in the public sector were more happy with their colleagues' conduct and the security of their employment. The relationship between job happiness and organisational culture is considerable and advantageous. In addition, he discovered that nurses report high levels of work satisfaction and a positive opinion of the culture. Organizational culture has a large and beneficial effect on employee job satisfaction. Specifically, the perspectives of police officers (supervisors and non-supervisors) on organisational factors that contribute to job satisfaction were investigated, and the results indicated that organisational characteristics are a more accurate predictor of job satisfaction than individual factors. Appropriate culture has a positive effect not only on employee job satisfaction but also on employee organisational commitment. Managing organisational culture is essential for fostering positive physician attitudes and preferences, which adds to overall satisfaction. Formation of global strategic alliances to investigate the how and why of organisations' omissions.

REFERENCES

1. Chang, S. & Lee, M.S. (2007), A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. Vol-14, issue-02, page 157.

2. Chopra, Komal. (2020). Study on organisational culture and its impact on business operations and quality in ITES industry in Chennai.

3. Cohen, A., 2003. Mu/ttp/e commitments in the worlace.. An integrative approach" Mawah, NJ: Erlbaum. 2. Dunham, R.B., J.A. Gmbe and M.B. Castaneda, 1994. Organizational commitment: The utility of an integrative deBnition" Journal of Applied Psychology, 79(3): 370-380.

4. D. Deepali (2018) A Study on Linkage Between Job Satisfaction and Employee Retention International Journal for Research in Applied Science & Engineering Technology (IJRASET)ISSN: 2321-9653; Volume 6 Issue VI.

5. Hanaysha, Jalal. (2016). Determinants of Job Satisfaction in Higher Education Sector: Empirical Insights from Malaysia. International Journal of Human Resource Studies. 6. 10.5296/ijhrs.v6i1.9199.
   Hop Pock (1935): Private and Public Sector Managers: An Empirical Investigation to Job Characteristics and Organizational Climate, J. Applied Psychology. 71: 247-259.

6. https://dx.doi.org/10.2991/icsshe-17.2017.26

7. Imam, Awais & Abbasi, Abdus & Muneer, Saima & Qadri, Mubashar. (2013). Organizational Culture and Performance of Higher Educational Institutions: the Mediating Role of Individual Readiness for Change. European Journal of Business and Management. 5.

8. Ivancevich J. M. and Matterson M (1997), Organizational Behavior and Management. Sydney: Irwin

9. J.Akbar , A.Nirmal, A.K.Subramani (2016)Employees' Job Satisfaction in Information Technology Organizations in Chennai City-An Empirical Study, Asian Journal of Research in Social Sciences and Humanities Vol. 6, No. 4, April 2016, pp. 602-614. ISSN 2249-7315.

10. Jan, N Akbar & Raj, Nirmal & Subramani, A K. (2016). Employees' Job Satisfaction in Information Technology Organizations in Chennai City-An Empirical Study. Asian Journal of Research in Social Sciences and Humanities. 6. 602. 10.5958/2249-7315.2016.00082.4.

11. Jiang.J.J. and Klein, G. (2000), Supervisor support and career anchor impact on career satisfaction of the entry

12. Jyoti, Jeevan & Sharma, R.. (2006). Job Satisfaction among School Teachers. IIMB Management Review. 18. 349-363.

13. Kerego, K and Muthupha, D.M. (1997), Job satisfaction as perceived by agricultural extension in Swaziland. South African Journal of Agricultural Extension, 23(2): 19-24

14. Khalid, S., Irshad, M. Z., & Mahmood, B. (2012). Job satisfaction among academic staff: a comparative analysis between public and private sector universities of Punjab, Pakistan. International Journal of Business and Management, 7(1), 126-136.

15. Khaliq, Abdul & Javed, Ayesha & Ashfaq, Anam & Kalsoom, Sumaira. (2017). Impact Of Organizational Culture And Employees Satisfaction On Organizational Performance In Banking Sector Of Lahore. 975-979.

16. Kirkman, B.L. and D.L. Shapiro, 2001 The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance" Academy of Management Journal, 44(3): 557-569.

17. Kumar, B.P. and V.N. Giri, 2007. Organizational Commitment, Climate and Job Satisfaction: An Empirical Study. The Icfai University Journal of Organizational Behavior, 5(3): 3-14.

18. Lawler, E.J., 1992" Affective attachment to nested groups: A choice process theory. American Sociological Review.

19. level information system. Journal of Management Information System, 16 (3): 219-240.

20. Lock, E. A. (1976), Natures and causes of job satisfaction in M. D. Dunnette (Ed.) handbook of industrial and organizational psychology. Chicago: Rand McNally, pp.1297-1349.

21. Lund B., (2003) "Organizational culture and job satisfaction", Emerald 18.

22. Mansoor, M. and Tayib, M. (2010), An empirical examination of organizational culture, job stress, job satisfaction within the indirect tax administration in Malaysia, International journal of Business and Social Sciences, 01(01): 81-95.

23. Mathew, J. (2007). The relationship of organisational culture with productivity and quality: A study of Indian software organisations. Employee Relations,29(6), 677-695.

24. Mathieu J"E. and D.M Zajac, 1990 . A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. Psychological Bulletin 108: 171-194.

25. Meyer, J.P. and N.J. Allen 1991. A three-component conceptualization of organizational commitment. Human Resource Management Review, 1 61-89.

26. Mohammad Abdolshah,(2017) Factors Influencing Job Satisfaction of Banking Sector Employees (The case study: Asgariyeh and MehrIran Banks in Qazvin and Alborz, Iran) Journal of Central Banking Theory and Practice, 2018, 1, pp. 207-222.

27. Mohammed, Abdulrazzaq & Alaghbari, Mohammed & Baligh, Ali & Beshr, Hasan. (2019). Factors Influencing Employee Satisfaction in Education Sector at Sana'a, Yemen. 11. 31-37. 10.7176/EJBM/11-9-05.

28. Morrow, P.C., 1993. The theory and measurement of work commitment. Greenwich CT: JAI Press" Cohen, A., 1993a" Organizational commitment and turnover: A meta-analysis. Academy of Management Journal, 36(5): 1140-1157.

29. R. Durgadevi, S Vasantha(2017) Organisational Culture and its Impact on Employee Performance:(A Study with Reference to IT Sector Chennai)Indian Journal of Public Health Research & Development, April-June 2017, Vol. 8, No. 2.

30. Reichers, A., 1985. A review and reconceptualization of organizational commitment.Academy of Management Journal, 10: 465-476.

31. Riketta M and R. Van Dick, 2005. Foci of attachment in organizations: A meta-analytic comparison of the strength and correlates of workgroup versus organizational identiBcation and commitment. Journal of Vocational Behavior, 67: 490-510.

32. Robbins, S. P. (2003). Organizational Behaviour. New Jersey: Prentice Hall.

33. Sabri, PS, Illiyas,M and Amjad,Z.(2011) Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore, International Journal of Business and Social Science Vol. 2 No. 24 .

Corresponding Author

Geeta*

Research Scholar, Capital University, Jharkhand

Geeta[1]*, Dr. S. K. Datta[2]