

Impact of organizational culture on job satisfaction in organisations

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Abstract

The impact of organizational Culture on Job Satisfaction in Organisations has been a study and a clear link between them has been identified by certain researcher's research. The specific objectives of the study is to establish the relationship between organisational culture and job satisfaction, to study the organizational culture and job satisfaction prevalent in organisations, to evaluate the impact of organizational culture on the job satisfaction in organisations, to find the effect of demographic features on organizational culture and job satisfaction. Recommendations were made that the strong culture of an organization based upon managers and leaders help in improving level of performance. Managers relate organization performance and culture to each other as they help in providing competitive advantage to firms.

Keywords: culture, job satisfaction, organisation and performance

1. Introduction

Organizational culture may have been forged by the founder; it may emerge over time as the organization faces challenges and obstacles; or it may be created deliberately by management. Organizational culture comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it.

The most important factor contributing in the success of any organization is its work force which provides an inimitable source of competitive advantage. One of the concepts which have been studied numerously in the past is the job satisfaction, which is one of the most common factors which enable the employees to be more motivated, committed and loyal towards their work and effectively participate in achieving the organization's over all goals (Chang & Lee, 2007) [3]. Culture has a direct impact on the job satisfaction of the employees; it has been observed through literature the more the organization is flexible, follows the participative management style with a strong communication and acknowledge with the rewards and benefits unbiased distribution higher will be the satisfaction level of the employees followed by organization moving on the track of success (Mckinnon, 2003) [12].

Organizational Culture is one of the external factors that influence employee job performance. This factor consists of values evolving within a particular organization which can be used to direct the behavior of organization members (Soedjono, 2005) [20]. Not only organizational culture influences the job performance, but also it has a massive connection with the job satisfaction. As Job satisfaction can be defines as a certain pleasurable emotional condition in which employees feel towards their job tasks and responsibilities (Widodo, 2006). The employees job satisfaction will be high should they perceived well towards the organizational culture and vice versa. An employee who are satisfied with his job role and consider his job as something fun to do will tend to have a good job performance.

Organizational culture is the behavior of human within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving and even thinking and feeling.

According to Schein (1982) [18], the understanding about culture is essential to know what goes on, how to run them and improve them in the organization. The academics and spectators believe that the culture has a dominant effect and plays an important role in the success of organization in the future. The things that differentiate one company with another company are their organizational culture (Cameron and Quinn, 1999) [2].

2. Statement of the problem

Culture of the organisation is something that could principally land a business true competitive advantage. Organisational culture is a complex phenomenon and is formed in variety of ways, it may originate from the challenges and obstacles that organisation face, it could be a deliberate creation of the management, and People working in the organisation have strong input in forming a culture. Culture dictates how people and groups communicate and behave in the micro and macro environment. High Performance Business use Culture as source of Competitive advantage.

The Question that could very well be asked is HOW, culture in a Nutshell is "How things are done in the Organisation", and the tasks performed are through the people, if culture is helpful to the people the things would be done effectively and efficiently. Sadly, organizational culture is the most difficult attribute to change: it outlives founders, leaders, managers, products, services, and well-nigh the rest. It is best improved by organizational learning for change. This work has been able to research and find out how the impact of organizational culture on job satisfaction in organisations can change organisations today.

3. Objective of the study

The broad objective of the research is to study the impact of organizational culture on job satisfaction in organisations. The specific objectives of the study are as follows:

1. To establish the relationship between Organisational culture and job satisfaction.
2. To study the organizational culture and job satisfaction prevalent in organisations
3. To evaluate the impact of organizational culture on the job satisfaction in organisations.

4. Literature review

Organizational Culture can be defined as ‘the collective programming of the mind’ that distinguishes the members of one organization from another. One way of examining organizational culture is to look at its corporate image to see what and who is valued in the organization. According to Schein, culture is a coherent system of assumptions and basic values, which distinguish one group or organization from another and orient its choices. Hence organization culture implies ‘a pattern of basic assumptions- invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems’ (Schein 1982)^[18]. One aspect of organizational culture is often true is that, it becomes deeply rooted. It is the identity of a company, and because of that, in some ways it becomes associated with the identity of those who work there as well.

In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Hence, contemporary organizations and companies are considered to be social groups, and in this way their function should be studied and promoted. Studying an organization’s specific culture is fundamental to the description and analysis of organizational phenomena (Tharp, 2009)^[16]. Organizational culture has been a subject of investigation for many decades, as the fact that distinctions between values and expectations of employees with different cultural backgrounds had always been clear (Tayeb, 1996)^[15].

Black (2003)^[11] have come to the conclusion that problems that are likely to come up during international business activities and working settings are wrongly attributed to professional incompetence, while they most probably occur due to the employees inability to perceive other people’s ideas and attitudes and adapt to foreign strategies. Therefore, a fundamental challenge for organizations is to make their employees re-categorize demographically dissimilar people as in-group members, in order to increase interaction and mutual trust and benefit from information diversity (Black *et al.*, 1992)^[11].

Finally, organizational culture is a product of occupational relations among employees and between employees and customers, thus it is likely to reform and adapt to the institution’s goals and strategies. Therefore, an organization’s internal culture should be studied and measured as part of its employees’ national culture, demographic characteristics and individual features. The first systematic attempt to describe working environment in terms of culture is considered to be the investigation of the Hawthorne effect at the Western Electric Company in the early 1930’s. The purpose of the study was to examine if

factory employees would become more productive in response to the fact that they know they are being studied. A number of studies followed, measuring workers’ productivity in different levels of illumination, clean work stations and floors without obstacles.

Schneider (1975) describes organizational culture as “value systems and assumptions which guide the way the organization runs its business”.

Schneider *et al.* (1975)^[19] define job satisfaction “as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job”. Further, they explain that job satisfaction has to do with individuals perceptions and evaluation of his job, and this perception is influenced by the persons unique circumstances like needs, values and expectations. Locke (1976)^[10] defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience”. According to Hebb (1949)^[7] changes in the organizational culture affects the job satisfaction of the employees and it also changes their behaviors and attitudes. Hellreigel *et al.* (1974) report the existence of relationships between organizational culture, climate and job satisfaction. Wallach (1983)^[24] reveals that job performance and job satisfaction are related to organizational culture. Further, he observes that job satisfaction and culture of the organization are interdependent on each other.

4.1 Sources of Organisational Culture

An organisations culture doesn’t pop out of thin air” (Robbins, 2009)^[14], it is promoted, fostered and once established it rarely fades away Robbins attributes the ultimate source of organisational culture to its founders It is argued that an organization’s culture usually reflects the vision and mission of the organization’s founders (Robbins and Judge, 2009)^[14]. No wonder then that mission and culture pose a chicken-and-egg puzzle; both originating and springing from the other (Deal and Kennedy, 1982)^[4] Kennedy argues that Peter Drucker, a renowned organisation expert, emphasized the importance of mission and philosophy in 1973, some years before management writers began using the phrase ‘corporate culture’.

It is the founders who conceive the original idea and set things in motion to implement the idea they are unrestrained by past baggage and therefore are able to easily establish the early culture by projecting the image of the kind of organisations they would like others to perceive and experience. The small size of most new organisations also helps the founders instill their vision in all organisational members The authors, quoting Hambrick and Finkelstein, suggest that an organisation’s culture results from the interaction between the founders’ biases and assumptions and what the first employees learned subsequently from their own experiences (Robbins and Judges, 2009)^[14].

Yet it is said, “The primary culture of an organisations usually reflects the vision or desires of the founders, modified by subsequent senior management and by interactions with various internal and external factors. It is also suggested that leaders and top management are influential factors in creating and changing culture John Kotter, the Harvard Professor of Organisational Behaviour, has rightly observed that “ the single most visible factor that distinguishes major cultural changes that succeed from those that fail is competent leadership at the top...” (As quoted in Kennedy, 1982)^[4] Experience and observations of people in the voluntary

organisations suggest that the founder/s, leader/s influence the internal environment substantially, and the scholar's experience endorses this observation.

4.2 Characteristics of Organisational Culture

According to Black (2003) ^[1] a number of important characteristics are associated with an organisations culture.

1. Observed behavioural regularities, as typified by common language, terminology and rituals.
2. Norms as reflected by things such as the amount of work to be done and the degree of cooperation between management and employees.
3. Dominant values that the organisations advocates and expects participants to share, such as high product or service quality, low absenteeism, and high efficiency.
4. A philosophy that's set forth in the Multinational corporations, beliefs regarding how employees and customers should be treated.
5. Rules that dictate the do's and don'ts of employee behaviour relating to areas such as productivity, customer relations, and intergroup cooperation.
6. Organisational climate or the overall atmosphere of the enterprise as reflected by the way that participants interact with each other, conduct themselves with customers, and feel about the way they are treated by higher-level management.

Besides, Schein (2004) ^[17] suggests that organisational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, takeovers, buyouts, alliances, and various workforce developments have created a greater need for the following:

1. Coordination and integration across organisational units in order to improve efficiency, quality, and speed of designing, manufacturing, and delivering products and services. *Journal of Business Systems, Governance and Ethics*.
2. Product, Strategy and Process innovations and the ability to successfully introduce new technologies, such as information technology.
3. Effective management of dispersed work units and increasing workforce diversity.
4. Cross-cultural management of global enterprises and/or multi-national partnerships.
5. Construction of meta- or hybrid- cultures that merge aspects of cultures from what were distinct organisations prior to an acquisition or merger.
6. Management of workforce diversity.
7. Facilitation and support of teamwork.

In addition to a greater need to adapt to these external and internal changes, organisational culture has become more important today as the world is geared towards knowledge based economy. Maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organisational learning, new knowledge creation and application, and the willingness to share knowledge with others.

These characteristics are not intended to be all inclusive but they do help to illustrate the nature of organisational culture.

4.3 Function of Organisational culture

The main function of organisational culture is to define the

way of doing things in order to give meaning to organisational life. Making meaning is an issue of organisational culture, because organisational members need to benefit from the lessons of previous members. As a result, organisational members are able to profit from whatever trials and errors regarding knowledge others have been able to accumulate. Organisational culture also determines organisational behaviour, by identifying principal goals; work methods; how members should interact and address each other; and how to conduct personal relationships (McKinnon and Harrison, 2003) ^[12].

The following functions of organisational culture:

1. Conflict reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.
2. Coordination and control: Largely because culture promotes consistency of outlook it also facilitates organisational processes of coordination and control.
3. Reduction of uncertainty: Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.
4. Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
5. Competitive advantage: Strong culture improves the organisations chances of being successful in the marketplace.

4.4 Job Satisfaction & Organizational Culture

With the great number of organizations and institutions globally, it is only natural that the general well-being of workplaces has become an object of theoretical interest and extensive research. An organization's well-being is described as the way in which its function and quality are perceived by employees (Warr, 1992) ^[23]. It includes the employees' physical and mental health, sense of happiness and social well-being, which are all attributed with the term "job satisfaction" (Grant *et al.*, 2007) ^[6].

Job satisfaction is one of the most frequently investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision (Spector, 1997). In general, job satisfaction encapsulates an employee's feeling about his/ her job. Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc.

Many different components of job satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it. The basis for the investigation and assessment of job satisfaction was formed by the Motivation-Hygiene theory of Herzberg *et al.* (1959) ^[9], according to which employees' feelings toward their job are affected by two factors, motivators and hygiene issues. In particular, motivators are able to create satisfaction by fulfilling the individual's needs for meaning and personal growth. They include the work itself, personal achievement, responsibility, recognition and advancement. Those factors satisfy a person's need for self-actualization, thus lead the employee to develop positive job attitudes. Hygiene factors, on the other hand, do not actually motivate employees, but –if they are properly handled- can minimize the feeling of

dissatisfaction. They include physical working conditions, job security, supervision, salary, institution policy and administration, interpersonal relations and benefits. If the hygiene factors are addressed, the motivators will promote the employee's job satisfaction and encourage production. Therefore, Herzberg and his colleagues (1959) ^[9] formulated the two-factor theory, according to which job satisfaction and dissatisfaction are two separate and sometimes ever unrelated, phenomena, which they should not be measured on the same continuum.

Intrinsic factors – motivators are considered to be “satisfiers”, while extrinsic factors – hygiene factors are perceived as “dissatisfies”. The significance of Herzberg's work lies in the fact that it revealed the global character of job satisfaction. The global approach is used in the study of the employee's overall attitude toward their work, while the facet approach is used in the study of separate job parts which are likely to promote or prevent job satisfaction and dissatisfaction (Sowmya and Panchanatham, 2011) ^[21].

4.5 Job Satisfaction

According to the researches which have been conducted in the past; job satisfaction is one of the most common attitudes studied in the employees. This is because of the general acceptance of the fact that more the employees are satisfied the higher will be the performance rate (Grant *et al.*, 2007) ^[6]. According to Spector (1997) ^[22], job satisfaction of an employee means physical, mental and environmental satisfaction and it can be judged by asking employees about their needs. It can be recognized as an effective response towards a particular job with in a particular organization (Sowmya and Panchanatham, 2011) ^[21].

Relationship between the organization's performance and employee's job satisfaction has always been a complex one. It has been argued by Chang and Lee (2007) ^[3] that those employees who worked quite efficiently or by making themselves highly involved has a higher level of job satisfaction rather than those who consider their jobs as a task to be full filled. Yousaf (1998) ^[25] revealed a strong positive association between employee's satisfaction and his performance at work. There is no single way of the fining the employee's job satisfaction according to Schein (2004) ^[17] there could be so many factors that are playing their role in establishment of the job satisfaction which includes pay, promotion, coworkers, supervisors etc. Even, In order to assess one's Work experience, job satisfaction can be used as a benchmark (Locke, 1976) ^[10].

5. Theoretical framework

Edgar Schein's Model of Organizational Culture

Edgar Schein proposed a model of organizational culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of culture. Organizations do not adopt a culture in a single day and in fact learn from past experiences and start practicing it every day thus forming the culture of the workplace. Schein believed that there are three levels in an organization culture. Schein's Levels in an Organization Culture

Artifacts

These mark the surface of the culture in every organization. The visible part of the culture can be noticed by a visitor or an 'outsider' in the form of the following aspects:

1. Physical Artifacts can be found through the architecture

and interior arrangements, physical space and its allocation and office design, decoration, manner of dressing and even mementos and trophies awarded on chosen occasions.

2. Language gives away culture through modes of speaking, levels and types of sound, slogans and special expressions.
3. Stories and myths circulating among the staff indicate what type of persons or acts are considered heroic, how certain types of situations should be handled, what should not be done, what happens in this organization if one acts in a particular way and so on.

Especially interesting are the stories that narrate what happens in 'our' organization if a high status person breeches a rule, what happens if the organization has to choose between profits and people, what happens if you make a mistake around here/there. These stories can be about another-day-at-work-here, or about key events as well as about the past glory of the organization. Technology is also a part of the culture, since it reflects and shapes the values and assumptions through operations, materials and knowledge.

Visible traditions displayed at ceremonies and rituals, social practices, leadership practices and work traditions that show 'our way of doing things'. Artifacts are visible, but that does not mean that they can be understood easily and by everyone alike. In fact, artifacts can be confusing for an observer who is tempted to use readily available labels and stereotypes upon noticing them. Thus, the shapers of culture as well as student should avoid going too much into detail of an artifact, as well as overgeneralizing and labeling.

Values

When compared to basic assumptions, values are at higher levels of consciousness and they reflect the members shared opinion on 'how things should be'. When we say 'opinion', it means that when it comes to acting, these members may or may not act as per their values. The values help the organizational members classify situations and actions as either undesirable or desirable.

The values seldom lead directly to basic assumptions even after the values have been articulated, listed and arranged according to their priority. The observer may only find that the values do not form a pattern, or that they are contradictory, or incongruent with observed behavior.

Basic Assumptions

An assumption is a kind of belief that is taken for granted as a fact and so it is never challenged. A pattern of basic assumptions evolve among the members of a social group and makes the core of the culture in any organization. When the basic assumptions are understood, the apparently isolated and confusing artifacts and values become coherent. Schein (1985) gave six types of assumptions that form the paradigm for every organization:

1. Assumptions about what is the 'truth' in physical and social matters, how reality and truth are determined, and whether truth is to be revealed or discovered.
2. Assumptions about the importance of time in a group, how time are to be defined and measured.
3. Assumptions about how space is to be owned and allocated, the symbolic meaning of space around persons, the role that space plays in shaping relationships between individuals and boundaries between intimacy and privacy.

4. Basic assumptions about the intrinsic or ultimate aspects of human nature, whether the human nature is fundamentally good or bad and whether it can be perfected.
5. Assumptions about the organization's relationship with its environment, about the understanding of work and play, and how much of activity and passivity should be appropriate.
6. Assumptions about the right way for people to relate with each other, the appropriate ways to distribute power and responsibilities, the relative merits of cooperation vs. competition, individualism or group collaboration, the basics of leadership – whether it should be traditional authority, law or charisma. Appropriate ways of resolving conflicts and making decisions.

6. Empirical review

The shared values dominate the research on the organization culture from Peters & Waterman (1982)^[13]. In their luminous best seller, *In Search of Excellence*, the authors raised the 7-S model which considered the 'Shared Value' as the key element and one of the soft factor going to sustain company's competitive advantage. As the authors suggested, the shared values is guiding concepts, fundamental ideas around which a business is built must be simple, usually stated at abstract level, have great meaning inside the organization even though outsiders may not see or understand them. Its meaning tell us: what the organization stands for and what it believes in, the organization culture would be useful in obtaining excellence due to its imitable advantages, shared values can be measured from the relative value theory in the field of sociology and so on. What's more, based on their constructive contribution, many scholars inherit and development the shared phenomenon.

Gordon & Tomaso (1992)^[11] consider corporate culture to be the pattern of shared and stable beliefs and values that are developed within a company across time. Additionally, Gordon & Tomaso (1992)^[11] hold the idea that frequency or similarity or intensity composes the "sharing", which is stimulating for the further study in the measurement of organization culture. Meanwhile, by the definition from the basic assumption by Schein (1984), the shared value is some aware manifestation of the basic assumption. From the above analysis, though there still lack of consistency of variables and definitions, the point of shared value would be a generally accepted belief with the phase. As to the other two opinions, beliefs and norms of behaviors, they are always found together with the shared values.

Denison *et al* (2004)^[5] agreed that the corporate culture refers to the set of values, beliefs and behavior patterns that form the core identity of an organization. As we have learnt in the sociology, the beliefs make up of some various values and ultimately result in behavior. So the value, belief, and behavior cannot be separated. It is just as the definition drawn by Gordon & Tomaso (1992)^[11] that the shared and stable values and beliefs together with the norms of behavior.

7. Methodology

The paper adopted a singular source of data collection. The secondary source of data generation, which include the use of textbooks written by different authors on the subject matter, journals, magazines, information from the internet and other published and unpublished materials relevant to work. The data was analyzed using the content analysis approach. This

is because of its major dependence on the secondary source data.

8. Conclusions

Today the study of organizational culture and its impact on job satisfaction has become an important issue in global business scenario and a sufficient amount of time is invested in it. There is a vital correlation between organizational culture and job satisfaction which has an immense effect on corporate performance. A collective amalgamation of attributes of culture leads to job satisfaction which actually reflects the shared vision or organizational citizenship. A strongly satisfying culture initiates employee satisfaction and effective employee performance. Job satisfaction is an evaluation of organizational culture', it is very important to create satisfactory working conditions for all employees, so that they are highly motivated to perform well and become more committed to their job.

The idea of observing organizational culture as a concept of great importance for operating of a company is of a recent date. The importance of culture is reflected in the generally accepted attitude that a real organizational culture (one that suits business conditions) leads to success, and greater efficiency and effectiveness of company's operations and to its growth and development. In order to successfully fit into the modern economic environment, some organizations have to change their organizational culture.

Analysis of this study supports to conclude that organizational culture really affects employee job satisfaction. The research has found strong correlation between Organizational Culture and Job Satisfaction. The effect of components of culture and culture type is positive and significant on job satisfaction of employees.

9. Recommendation

Organizational culture has strong and deep impact of the job satisfaction in organisations that help organisations to be satisfied themselves with organization and that cause to improve in the productivity of employee's. Organizational policies regarding culture should be clear for understanding the employees. Employee's behavior towards their work and organization are affected by organization policy and culture. Organization should have a flexible culture and top management should use decentralized technique of management so that employees at low level have authority and power to make decision regarding any problem they face according to their authority. Each and every employee must have direct dealing with the top level management. This thing will impact positively their satisfaction level as well as employees performance which will increase the organization productivity. Organization must provide the solution to the faculty member's problems first, because if any employee is facing problem at any stage and has some ambiguity regarding some operations, organization should have some clear policy to solve employee's issues, otherwise this thing create ambiguity in employees and will impact negatively their performance.

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