

# Organizational culture and job satisfaction: a study Of organized retail sector

**Sayeduzzafar Qazi**

College of Business Administration  
University of Business & Technology, Jeddah, Saudi Arabia

**Mohammad Saleh Miralam**

College of Business  
University of Jeddah, Jeddah, Saudi Arabia

**Pretty Bhalla**

Lovely Professional University, Jalandhar, India

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## Key Words

Organized Retail Sector, Organizational Culture, Autonomy, Trust, Pro-Action, Job Satisfaction

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## Abstract

*Organizational culture has been characterized as the “glue that holds organizations together”. Culture can support linkages between technology adoption and organizational growth; it can be a critical success factor in organization growth strategy and play a crucial role in determining the success or failure of organization. The term ‘job satisfaction’ is quite frequently used for individual attitudes towards the specific aspects of total work situation. The purpose of the study was to examine the level of Job Satisfaction and Organization Culture in organized retail sector. To examine the relationship between Organizational Culture and Job Satisfaction and to offer suitable suggestions to stake holders for improving the Job Satisfaction and make better Organizational Culture in retail sector. The present study was conducted on 436 employees of organized retail sectors randomly drawn using questionnaire method. The results obtained indicates that the employees were experiencing moderate level of OCTAPACE culture and also moderate level of job satisfaction and dominant culture components includes Openness and Risk taking, Confrontation, Pro-action, Collaboration and Experimentation. It was further explored and found that there is significant positive correlation exists between organizational culture and job satisfaction.*

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Corresponding author: Sayeeduzzafar Qazi

Email address for corresponding author: sayeed@ubt.edu.sa

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## 1. Introduction

Organizational culture has been characterized as the “glue that holds organizations together”. Culture can support linkages between technology adoption and organizational growth; it can be a critical success factor in organization growth strategy and play a crucial role in determining the success or failure of organization. On a more micro level, researchers have found significant relationships between the “fit” of employees and the prevailing organizational culture and a number of important outcomes such as job commitment and turnover. There are many unanswered questions remain regarding the meaning and content of organizational culture, the methods by which it should be measured and, more fundamentally, the feasibility of cultural management and change, especially when attempting to operationalize specific organizational goals. While debates around these issues continue, culture has been accepted as a “fact of organizational life” by managers and has become an integral aspect of many organizational development programs. Culture is a communication process for creating, sending, storing and processing information that is viewed from three perspectives:

words, material things and behavior (Rothwell et al 1995). The OCTAPACE culture is characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation, it deals with the extent to which these values are promoted in the organization. (Pareek & Rao 1988).

**Openness & Risk Taking:** Employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things.

**Confrontation:** Employees face the problems and work jointly with others concerned to find its solution. They face the issues openly without hiding them or avoiding them for fear of hurting each other.

**Trust:** The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do.

**Authenticity:** Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

**Pro-action:** Employees are action - oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future.

**Autonomy:** Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

**Collaboration:** Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

**Experimentation:** Experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization.

Bullock (2003) described that the job satisfaction as "an attitude which result from balancing and summation of many specific likes and dislikes experienced in connection with the job". Peptone (1999) defined job satisfaction as summation of employees feelings in four important areas namely, job, management, personal adjustment and social relations. Hop Pock (1996) defined employee satisfaction as any combination of psychological, physiological and environmental circumstances that causes the person truthfully to say I am satisfied with my job.

The term 'job satisfaction' is quite frequently used for individual attitudes towards the specific aspects of total work situation. Since the time when the occupation of individuals became a socially significant phenomenon, social scientists focused their attention on the problem of job satisfaction. Inputs affect the outputs via employees' ability and motivation. Job satisfaction is an important aspect for any organizations. Many employers or superiors do not hesitate to know whether or not their employees or subordinates are satisfied with their jobs. Generally, there are four factors that influence the degree of job satisfaction, namely personality, values, work situation and social influence. A research by Karim (2008) reported six variables that significantly correlate with job satisfaction -affective commitment, job autonomy, job performance feedback, role conflict, role clarity and organizational tenure. The research also found that out of these six variables, only two have predictive relationship with job satisfaction: affective commitment and organizational tenure.

## 2. Review of literature

Nazneen et al (2014) conducted a study on 350 employees-218males & 132 Females drawn randomly from different retail organizations and result shows that the most dominant components of culture in organized retail sector is Confrontation, openness, experimentation and proactively. It is observed from the study that if we create a good culture for the employees, retail would be the best found destination for new graduates and even for the existing employees.

Saleh (2012) analyzed 62 employees of retail organizations in Malaysia to study level of the job satisfaction, organizational commitment, and turnover intention of employees. The findings suggested that the respondents were moderately satisfied with job satisfaction facets such as promotion, work itself, co-workers, and supervisors but were dissatisfied with salary. They also had moderate commitment level with considerably high intention to leave the organization.

Sabri et al (2011) conducted a research on 347 teachers to determine the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes and universities of Lahore which is second largest city of Pakistan and a hub of higher education. Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. Empirical findings show that organizational culture is categorized into two components i.e. organizational culture related to managers and leaders (OCM) and organizational culture related to employees (OCE). In this study effect of both kinds of culture on job satisfaction is positive and significant

Tsai (2011) studied 200 hospital nurses in Taiwan to found out Job satisfaction, organization Culture and leadership behavior among them. He found that there is positive significant relationship between organization culture and job satisfaction. He further found that job satisfaction level among nurses is high and they endorse the culture as positive. Shah (2011) studied 215 faculty members to examine whether organizational culture affects the employee's job satisfaction of university faculty in Public Sector of Pakistan. Result indicated that organizational culture was negatively related to employees' job satisfaction. Thus, the study recommended that the efficiency of the faculty members of public sector universities in Pakistan need to be improved.

Bake and Nalla (2009) studied the relationship between organizational culture and job satisfaction among police officers working in various cities in two Midwestern states in United States. Data for the study was gathered from 669 respondents in five medium and large sized police organizations in two adjacent Midwestern States. More specifically, police officers' (supervisors and non-supervisors) perceptions about organizational factors of job satisfaction was examined and suggested that organizational characteristics are better predictors of job satisfaction than individual factors. Askari (2011) conducted a study to find any relationship between organizational culture and job stress of personnel in government departments at Ferozabad city and found that there is a meaningful and negative relationship between organizational culture and job stress and organizational culture is different between men and women.

Nazneen & Bhalla (2013) conducted a study on 218 male employees and 132 female employees of organized retail sectors and found that the employees of organized retail sectors having moderate level of job satisfaction. They also found that male and female both are showing same level of job satisfaction. They also found negative correlation with the entire dimension of organizational role stress and job satisfaction. Nazneen and Sayeed (2012) conducted a study on 215 faculty members of UP and Punjab and found that faculty members of Punjab are showing low level of job satisfaction than their UP counterparts. Singh & Dubey (2011) found that job satisfaction was negatively correlated with all the dimensions of organizational role stress among middle level executive. Organizational stress and organizational culture were also found to be negatively correlated among middle level executives and male and female staff of retail. Sector. Askari (2011) conducted a study to find any relationship between organizational culture and job stress of personnel in government departments at Ferozabad city and found that there is a meaningful and negative relationship between organizational culture and job satisfaction.

Muzainah et al (2010) found that determining a culture which is appropriate for all organizations is an impossible task because characteristics of organization, its external environment and situational constraints dictate different values, beliefs and behaviors within tax administrations of Malaysia and other developing countries. Pool (1999) studied the organizational role stressors and its impact on job performance in predicting outcome and results indicate that a constructive culture

will significantly reduce impact of role stress and thereby decreasing job stress, increasing job satisfaction and job commitment.

### 2.1 Hypothesis

We have not formulated any null or alternate hypothesis rather make our research exploratory in nature with following Objectives.....

- 1.) To examine the level of Job Satisfaction and Organization Culture in organized retail sector.
- 2.) To examine the relationship between Organizational Culture and Job Satisfaction.
- 3.) To offer suitable suggestions to stake holders for improving the Job Satisfaction and make better Organizational Culture in retail sector.

## 3. Research methodology

### 3.1 Sample

Employees working in the organized retail sectors with more than two years were taken as Sample and purposive random sampling technique were used to collect the data. Around 500 employees of various retail organizations were contacted in different cities of India and finally 463 employees of various designations, sex, and experience were used as sample.

### 3.2 Procedure

Retail employees from various designation level of different organized retail organizations located in various cities of India like Walmart India, Future Retail, Shoppers Stop, Reliance Retails and Spencer's were selected as a sample keeping in mind the availability of the data, cost and distance for the data collection. Only employees with more than two years of experiences were taken in to consideration. The data were collected using survey method. Each of the respondents was personally contacted in group by the investigator and the data was collected through questionnaire. They were asked to fill the questionnaire after going through carefully the given instructions on each scale separately. They were also assured of confidentiality of their responses.

### 3.3 Tools used

Job Satisfaction Scale: Scale on Job Satisfaction developed by Singh (1989) was used in the study. This questionnaire consists of 20 items that measures the degree of job satisfaction. Each item was rated on five point rating scale ranging from highly satisfied to highly dissatisfied with a weighted score of 5 to 1, the total score of an individual varies from 20-100.

Organizational Culture: Pareek and Rao (1983) developed OCTAPACE profile consisting of 40 items instrument that gives the profile of organizational ethos in 8 values, were used in the study. The total value of an individual will vary between 40 - 200. The reliability and validity of all scales are well within acceptable norms.

### 3.4 analysis of the data

The collected data were tabulated as per the research design to meet out the objectives of the study and suitable statistical tools like Mean, Median, S.D., Correlation, ANOVA and Critical ration (t-Value) were calculated using SPSS.

## 4. Result and discussion

Table 1: Showing Mean and SD Values on the Dimensions of Organizational Culture and Job Satisfaction (N = 463).

Components	Mean value	S.D.
Openness and Risk Taking	13.05	1.95
Confrontation	12.97	1.89
Trust	12.27	1.90
Authenticity	12.24	2.19
Pro -Action	12.78	2.82
Autonomy	12.53	2.08
Collaboration	12.99	2.34

Experimentation	12.84	2.19
Organization Culture	101.66	9.36
Job Satisfaction	61.08	14.15

It can be seen from the Table that OCTAPACE Culture in Organized retail sector of India were found to be at Moderate level and also the employees of organized retail sectors were shown moderate level of Job satisfaction. If we analyze further we can see that on the dimensions of Openness and Risk Taking means employees feels free to express their ideas and the organization is willing to take risks and to experiment new ideas and ways of doing, found to be at moderate level. Collaboration means working together as team and using strength of one another and sharing the problem and concerns with each other and making strategies to resolve those problems and issues together again found at moderate level. Confrontation means employees face the problems and work jointly irrespective of the task and without hurting the feelings and ego of each other and also allowed by the top managers to put their ideas and feelings without any fear also found at moderate level. Experimentation were also found to be at moderate level means there is no much importance given to innovation and trying out new ways in dealing with the problems. Pro-action means the employees are action oriented and willing to take initiatives and anticipate the act or response which may need in future were also found at moderate level.

It was further found that the employees of organized retail sector feels Culture of Trust, Authenticity and Autonomy very poor or at low level. It means the employees, departments and group does not relying and trusting each other while doing any assigned task of the organization and at the same time it was also found that the element of authenticity were also found to be very poor means it is a value underlying trust and it is the willingness of the employees to acknowledge the feelings he or she has and to accept him or her as well as others who relate to him as person in other words we can say that trust whatever we are showing is not authenticated and since there is no elements of Trust operating in this case there is no point of having authenticity culture. The culture of Autonomy were also found to be very low in organized retail sectors here the Autonomy is related with the willingness of the employees to use their power without fear and help others to do the same, in other words employees has given full freedom to their job effectively no boundaries has been imposed on them. This factor is very crucial in retail sector because if employees don't have the freedom or autonomy at work they will not be able to generate and implement new ideas which are needed for the success of retail sectors.

Job satisfaction of the employees of the organized retail sector was found as moderately satisfied and this may be attributed to moderate level of organizational culture.

Table 2: Showing Mean and CR Values of Male and Female Staff on the Dimensions of Organizational Culture and Job Satisfaction

Components	Mean- Male (N-299)	SD- Male (N-299)	Mean- FE (N-164)	SD- Male (N-164)	CR Value
Openness and Risk Taking	13.10	1.97	12.96	1.92	0.738
Confrontation	13.02	1.87	12.87	1.93	0.786
Trust	12.11	1.94	12.55	1.80	2.38**
Authenticity	12.22	2.16	12.27	2.26	0.267
Pro -Action	12.91	2.81	12.52	2.82	1.422
Autonomy	12.33	2.06	12.88	2.08	2.708**
Collaboration	13.04	2.49	12.91	2.04	0.563
Experimentation	12.84	2.13	12.85	2.31	0.067
Organization Culture	101.57	9.60	101.82	8.91	0.276
Job Satisfaction	61.08	14.15	60.68	13.87	0.298

\*\* : Significant at .05 level of significance



It is clear from the Table that Male and Female staff of organized retail sector is experiencing moderate level of Organizational Culture. It is also observed that among Male staff the dominant culture components are Openness and Risk taking, Confrontation, Collaboration and Pro-action while in the case of Female staff the dominant components are Openness and Risk taking, Confrontation, Autonomy and Experimentation. The significant difference of mean were observed on the dimensions of trust and Autonomy between Male and Female staff and it can be seen that in both the cases Female staff are experiencing more Trust and Autonomy in the organization means female staff are trusting and relying each other in individual as well group capacity and willing to do whatever is needed for each other without considering any doubt on the integrity of the co workers. Surprisingly Female staff were shown higher level of Autonomy than Male counter parts and they using they power and authority in more effective way without having any constraint on utilizing those given powers and also not having any constraint in term of utilizing their power and position but the fact is it is only moderate level not at the higher side in both Trust as well as Autonomy components.

No significant difference of means was found on the dimensions of job satisfaction and both male and female employees of organized retail sectors are showing moderate level of job satisfaction.

Table 3: Showing Mean and CR Values of Managerial and Non Managerial Staff on the Dimensions of Organizational Culture and Job Satisfaction

Components	Mean-managerial (n-160)	SD-managerial (n-160)	Mean- non-managerial (n-188)	SD- non-managerial (n-188)	CR value
Openness and Risk Taking	12.87	1.84	13.01	1.99	0.68
Confrontation	12.82	1.88	12.81	1.84	0.049
Trust	12.03	1.92	12.11	1.84	0.394
Authenticity	12.29	2.29	12.22	2.17	0.291
Pro -Action	12.32	2.89	12.74	2.70	1.392
Autonomy	12.56	2.03	12.59	2.11	0.134
Collaboration	12.71	2.35	13.14	2.25	1.734
Experimentation	12.54	2.06	13.03	2.31	2.091**
Organization Culture	100.14	10.25	101.64	8.13	1.633
Job Satisfaction	56.92	13.81	61.16	13.49	2.884**

\*\* : Significant at .05 level of significance

As shown in the table that managerial and non managerial employees of the organized retails sectors were experiencing moderate level of organizational culture and no significant differences on organizational culture and their dimensions other than experimentation were found significant. Non managerial employees having greater experimentation than their counterparts mean they were given freedom to innovate new ideas and trying out new methods and techniques in resolving any issues or doing their normal routine work. While on the dimension of job satisfaction it was observed that both managerial and non managerial employees were having moderate level of job satisfaction. And a significant difference of mean was found between managerial and non managerial staff and non managerial employees were shown high level of job satisfaction than their counterparts.

Table 4: Showing Mean and CR Values of High and Low Experience Staff on the Dimensions of Organizational Culture and Job Satisfaction

components	mean high expr (n-133)	SD- high expr (n-133)	mean- low expr (n-330)	SD- low expr (n-330)	CR- value
Openness and Risk Taking	13.69	1.67	12.80	2.01	4.55*
Confrontation	13.53	1.76	12.74	1.90	4.11*

Trust	13.31	1.61	11.85	1.84	7.98*
Authenticity	12.17	2.14	12.27	2.21	0.449
Pro -Action	14.41	2.81	12.12	2.54	8.497*
Autonomy	12.35	1.64	12.60	2.22	1.190
Collaboration	13.02	2.59	12.98	2.23	0.138
Experimentation	13.32	1.64	12.65	2.35	3.011
Organization Culture	105.78	9.27	100.01	9.27	6.26*
Job Satisfaction	61.47	17.27	60.72	12.52	0.519

\*: Significant at .01 level of significance

It is evident from the above Table that high experienced employees of organized retail sectors were experiencing moderately high level of organizational culture than the low experience employees who feel moderately low level of organizational culture supported the findings of Sayeed and Bhalla (2013). Significant difference of Mean was observed on the dimensions of Openness and Risk Taking, Confrontation, Trust, Pro-Action and total organizational culture. And in all the cases the high experienced employees are experiencing high level of Openness and Risk taking, Confrontation, Trust and Pro-action it means as the time passes in the organization employees feel comfortable and act and perceives the things accordingly. No significance of differences between means were found on the dimension of Authenticity, Autonomy, Collaboration and Experimentation dimension of organizational culture in spite of the fact that there is significant differences of means between high and low experience employees on total organizational culture. No significant of differences between means were observed on Job satisfaction between high and low experienced employees and the satisfaction level were found to be moderate.

Table 5: Showing Correlation between Organizational Culture and Job Satisfaction among Retail Employees (N 463).

OC	O	C	T	A	P	A	C	E	OCT
JS	.323*	.233*	.368*	.248*	.435*	.272*	.420*	.205*	.471*

\*: Significant at .01 level of significance

It is evident from the above Table that all the eight dimension of organizational Culture are significantly (significant at .01 level of significance) and positively correlated with Job satisfaction. It means if we improve the level of perceived organizational culture the job satisfaction level of the employees will also go up and if the perceived organizational culture were found to be low it is expected that job satisfaction level of the employees will also be low. Here in this case both Organizational culture and job satisfaction were perceived as Moderate supporting the study of Bhalla and Nazneen (2014).

Table 5: ANOVA analysis in terms of their designation for the scores on the dimension of Organizational Culture and job satisfaction.

Components	Senior Level		Middle Level		Non Managerial		F - Test	p value
	MEAN N-160	SD	MEAN N-115	SD	MEAN N-188	SD		
Openness	12.87	1.843	13.01	1.996	13.39	2.007	2.508	0.083
Confrontation	12.83	1.879	12.81	1.843	13.42	1.942	4.423*	0.013
Trust	12.03	1.924	12.11	1.845	12.84	1.852	7.347*	0.001
Authenticity	12.29	2.286	12.22	2.172	12.20	2.112	0.066	0.937
Pro -action	12.32	2.889	12.74	2.703	13.46	2.786	5.576*	0.004
Autonomous	12.56	2.033	12.59	2.111	12.37	2.105	0.421	0.657
Collaboration	12.71	2.349	13.14	2.254	13.15	2.450	1.820	0.163

Experimentation	12.54	2.065	13.03	2.309	12.97	2.138	2.435	0.089
Organization Culture	100.14	10.24	101.64	8.130	103.81	9.596	5.227*	0.006
Job satisfaction	56.92	13.81	61.16	13.494	66.17	13.543	15.491*	0.000

\*: Significant at .01 level of significance

ANOVA analysis was conducted for the significant difference between the scores on the dimensions of the organizational culture and job satisfaction among the employees of the retail sector categorized on the basis of their designation.

For the dimension *openness, authenticity, autonomous, collaboration* and *experimentation* as p values obtained were all greater than 0.05. This signifies that there was no significant difference between the employees categorized on basis of their designation, scores on the all dimension discussed above. For the dimension *confrontation* as  $t = 4.423$ ,  $p < 0.05$ . This signifies that senior and middle level employees score i.e. 12.83 and 12.81 respectively was significantly lower than the scores of the sales representatives i.e. 13.42.

For the dimension *trust* as  $t = 7.347$ ,  $p < 0.05$ . This signifies that senior and middle level employees score i.e. 12.03 and 12.11 respectively was significantly lower than the scores of the sales representatives i.e. 12.84. The dimension *pro-action* as  $t = 5.576$ ,  $p < 0.05$ . This signifies that senior and middle level employees score i.e. 12.32 and 12.74 respectively was significantly lower than the scores of the sales representatives i.e. 13.46. For the *Organization Culture* as  $t = 5.227$ ,  $p < 0.05$ . This signifies that senior and middle level employees score i.e. 100.14 and 101.64 respectively was significantly lower than the scores of the sales representatives i.e. 103.81. For the *Job Satisfactions*  $t = 15.491$ ,  $p < 0.05$ . This signifies that senior and middle level employees score i.e. 56.92 and 61.16 respectively was significantly lower than the scores of the sales representatives i.e. 66.17.

## 5. Conclusions

It can be concluded on the basis of above result and discussions that employees of the organized retail sectors are experiencing moderate level of organizational culture and job satisfaction. The dominant OCTAPACE culture dimensions includes Openness and Risk Taking, Confrontation, Pro-action, Collaboration and Experimentation. No significant differences were found between Male and Female employees and both the genders are experiencing moderate level of organizational culture and job satisfaction. The significant difference were observed on the dimensions of job satisfaction between managerial and non managerial employees and non managerial employees are more satisfied than the managerial employees and no difference were found on the dimensions of organizational culture in the same case. It was further found that high experience employees are experiencing high level of organizational culture than low experience employees but no difference were observed on the dimension of job satisfaction level and both the group were having moderate level of job satisfaction. Significant positive correlation were found among the dimensions of OCTAPACE culture components and job satisfaction means if we improve the organizational culture the level of job satisfaction will also go up among the employees of organized retail sector.

### 5.1 Suggestions

To improve the organizational culture it is the responsibility of the Leadership to explore the missing OCTAPACE factors and try to use different OD techniques to improve the organizational culture. Job satisfaction level was also found to be moderate and to increase the level of job satisfaction a more elaborative study should be conducted to know the exact reason beside poor or moderate organizational culture and the intervention should be implemented accordingly as it is very important factor to make an employee efficient and organization effective.

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