

## **IMPACT OF ORGANIZATIONAL CULTURE ON THE EMPLOYEE SATISFACTION: A CASE OF MULTINATIONAL COMPANIES (MNCs) IN KENYA**

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### **ABSTRACT**

**Background of the Study:** Organizational culture (OC) is a term commonly used, but there is a degree of uncertainty in it. The creation and management of organizational culture are the activities of substantial significance that organizational leaders do. The study presumed that the organizational culture plays a great role in the employee satisfaction.

**Study Objective:** The aim of this research study was to investigate the effects of organizational culture on employee satisfaction focusing on the multinational companies operating in Kenya. The study responded to the following research questions. How does employees' career growth chance affect employees' satisfaction in MNCs in Kenya? What role does the top management style play in employees' satisfaction in MNCs in Kenya? How does staff involvement affect employees' satisfaction in MNCs in Kenya? How does the reward system in MNCs in Kenya affect employees' satisfaction? The study was guided by theories Organizational Culture, Organizational performance and culture, Job satisfaction.

**Methodology:** The study used descriptive research design. The target population was all multinational companies operating in Kenya and according to the ministry of trade and commerce of Kenya, which has documented that there are 135 multinational corporations. The study followed the procedure of primary data collection that employed the questionnaire, where drop and pick technique adopted. Coding, data entry, and analysis done using statistical package for social sciences (SPSS) version 21.

**Findings:** The study found and concluded that top management, job satisfaction, and employee participation (Voice), Compensation (Pay) and rewards were crucial in the employee satisfaction with an effect of 68.1%. This research implies that other factors not studied in this study affected 21.9% of job satisfaction at MNCs operating in Kenya.

**Key words:** *Organisational Culture, Employee Satisfaction, Employees' Career Growth Chance, Employees' Involvement, Compensation/Reward.*

## **INTRODUCTION**

The term organizational culture (OC) is a commonly used term, but there is a degree of uncertainty in it. (Robbins, 2006) argues that community development fables give the base for the origin and development of culture to some extent. (Schein, 2004), points out that the creation and management of organizational culture are the activities of substantial significance that organizational leaders do. (Schein, 2004), further holds that the exceptional skill of managers is their inbuilt capacity to recognize, comprehend, understand, and operate with organizational culture. In his statement, (Northhouse, 2010) points out that, it is a vital act of management to discard organizational tradition that does not add value to the operations and the organization development.

Culture being a vital aspect of any institution establishes customs, beliefs, morals, standards, and equips organizations with a sense of uniqueness as well as the general procedure of operations. The culture adopted by an organization acts as an accelerator of development within the organization, Miia Martinsuo et al 2006. The workers within an organization who have worked for quite a while can easily get used to a culture practice to improve the performance of an organization. The momentum organization employs a worker, the company's culture becomes one of the first lessons to learn and assimilate. Culture sometimes stays in a group where it develops into an element of the recognized manner of operations, and as time goes by, companies build the expected systems of conduct within an organization (Meyer & Smith, 2003)

Today the world is revolutionizing rapidly than it traditionally used to and to keep up with this speed, development aspect such as countries' economies, organizations, local & international investments as well as the local & international markets have to be considered (Huang & Chi, 2004). Further, present that successful company dedicates to offering and building an operating atmosphere whose orientation is learning the environment at this moment encouraging and protecting their employees. The operating atmosphere of organizations is a tricky affair; it is increasingly spreading, becoming complex and convoluted. The upcoming diversity of various matters that range from masculinity/femininity, tribalism, and citizenship, are becoming sources of new difficulties to current managers (Alvesson, 2002).

## **OBJECTIVE OF THE STUDY**

The aim of this research study was to investigate the effects of organizational culture on employee satisfaction focusing on the multinational companies operating in Kenya.

## **LITERATURE REVIEW**

Job satisfaction is a phrase commonly used to mean the same as employee satisfaction, therefore is defined as the degree to which workers are contented with the work they do and the position that work takes in their life (Topolosky, 2000). Topolosky (2000), studies seem to distinguish affective and cognitive employee contentment. Effective employee contentment includes joy in work and feelings about the work and the job's position in an employee's life. Cognitive employee satisfaction stands for calm contentment over particular aspects of the work, for example, the payment as well as everyday duties (Bigliardi & Galati, 2012).

Employee contentment is an individual's assessment of the environment prevailing at the workplace or results that come up from doing the work (Bellou, 2010). Block (2003), employee fulfilment has concerns about the personal attitude as well as assessment of the job he/she does; the attitude is subject to personal requirements, desires, principles, prospects, and much more. In line with Lock's (1976) line of thought, employee fulfilment is rewarding or affirmative sufficient conditions which result from the judgement of the work or even work experience. Employee fulfilments is taken as how the employees (Chuttipattana & Shamsudin, 2011) feel about the business operations' atmosphere.

According to Sutherland (2004), every organization focuses on the provision of an excellent working environment so that it can be able to retain its employees. Winterton (2011), states that retention of employees means that the employees will choose to work in the environment even when given opportunities of other available jobs opportunities. Companies at different levels of the economy can build the necessary environment by ensuring the present and future workers are happy. Studies have revealed that businesses that are straightforward and include their high performing workers in coming up with solutions will always have the capacity to hold these workers amid hard economic periods, (Ongori, 2008).

Northouse (2010), leadership involves the interaction that happens between managers and their employees whereby these managers motivate employees and involves them in participation

through guidance so that they can achieve a common goal. Chen and Chen (2008), in their studies on leadership, identified several different types of leadership styles that leaders adopt in managing organizations. Chuttipattana and Shamsudin (2011) came up with two leadership styles namely transactional and transformational styles. The transformational leaders put more effort on followers' intrinsic rewards, and employee growth whereby they seek to align employees' aspirations and needs with planned organizational goals. Through this, transformational leaders can see employee commitment to their work and thus can inspire them to improve their performance (Sivanathan & Fekken, 2002).

Pérotin and Robinson (2004) claim that Employees' involvement is an engagement between two groups of people (i.e. managers and employees) where skills shared among individuals, who are hierarchically unequal. Sampene (2002) puts it straight that Participation in management practices helps in balancing the commitment of managers together with their subordinates in data processing, making of best organizations decisions and in finding solutions to problems. Incentives offered to the employees play a major role in motivation that results in significant improvement in performance (Rizwan, 2010). Lund (2003) pointed out that "excellent managers recognize the work of their employees by acknowledging their accomplishments through rewarding them with tangible incentives." Moving the levels of employees as per their skills and abilities also plays a major role in enhancing the commitment of the workers to work as they feel they have to deliver their best to prove they are able (Jung, Baeza & Hong, 2008).

Densten and Sarros (2012), was of the view that employees are more satisfied when they emerge successful in mentally challenging dockets that test their skills and abilities. In today organizations, recognition and incentives are the main factors of encouragement. According to Robbins (2001), when employees are promoted, given a chance for personal growth whereby increased responsibilities gives them the opportunity to grow their skills in work. Likewise, a recognition which is the motivation factor for employees is a form of appreciation that makes employees, feel they are part of the organization. Matthew (2010); Robbin and Coulter (2007), asserts that the reason as to why companies are growing and increasing their profit margins has been as a result of the introduction of reward system to their employees. In his writing, Wilson (2001) mentioned that conditional recognition is where one earns as per his efforts when recognizing an achievement

in his line of work. Incentives boost the level of output in addition to effectiveness at work regardless of whether it is a first time or repeated activity.

Intrinsic incentives are those that are found within the boundaries of job environment. Examples are a success, diversity, challenge, and autonomy, and accountability, personal as well as professional growth. More to this, include the condition, acknowledgement, being congratulated by top management and fellow workers, personal contentment, and being confident of oneself (Mahaney & Lederer, 2006). Intrinsic incentives boost confidence that helps the workers accomplish their goals (Ivancevich, Konopaske, & Matteson, 2005). These rewards are given as per the kind of task itself considering factors such as how interesting and challenging the work is, self-direction and responsibilities that accrue to the worker, application of skills, abilities and knowledge that one has, as well as the feedback that one has to give regarding the effectiveness of his/her efforts (Gupta, 2011). Workers get motivated to devote themselves to work when they are delighted in what they do. They give their best when their tasks are more of what impresses them doing as this seem more of fun and even when challenges struck them, they find it easy to maneuver (Mahaney & Lederer, 2006).

## **METHODOLOGY**

The study chose to take up the approach of investigation using a descriptive survey design. A detailed research plan determines and reports the way things are (Mugenda & Mugenda, 2003). The design also has enough provision to protect against unfairness and boost accuracy (Kothari, 2008). In the study, the dispersion, distribution, inferential statistics and measures of central tendency were applied. The target population was all multinational companies operating in Kenya and according to the ministry of trade and commerce of Kenya, which has documented that there are 135 multinational corporations (GOK, 2015). The questionnaires were used, to collect raw data from the respondents. The questionnaires were self-administered to the own personnel in the selected multinational companies operating in Kenya. The researcher adopted a drop and picked later technique. A two weeks period was given to collect data.

## **DATA ANALYSIS**

The questionnaires filled and returned were sorted out for analysis followed by coding, data entry, and analysis using statistical package for social sciences (SPSS) version 21. The analysis started

with descriptive statistics. The researcher additionally conducted a regression analysis to set up how the dependent variables relate to the independent variable. The researcher applied the regression model below to interpret the strength of dependent variable (Employee Satisfaction) on the independent variables (Reward, Employees' Career Growth Chance, Employees' Involvement and Top Management Style). The regression equation is given by:

$$Y = \beta_0 + \beta_1 \chi_1 + \beta_2 \chi_2 + \beta_3 \chi_3 + \beta_4 \chi_4 + \dots + \beta_n \chi_n + \epsilon$$

Where: Y = Dependent Variable

$\chi_{1n}$  = independent variables

$\beta_0$  = the constant

$\beta_{1n}$  = the regression coefficient or change included in Y by each  $\chi$

$\epsilon$  = error term

Y= Employee Satisfaction,  $X_1$ –Top Management Style,  $X_2$ - job satisfaction,  $X_3$ - Employees' participation,  $X_4$ - Compensation (pay) and Rewards.

## FINDINGS

### Organization Culture

Organizational Culture Dimensions	Mean	Standard Deviation
We have a shared perception of what the institution will be like in the future.	3.2	1.26
Our strategy leads other institution to change the way they compete in the industry	3.0	1.17
We view failure as an opportunity to improve and learn.	2.6	1.14
the organization promotes teamwork spirit for better performance	2.4	1.27
Direct contact with clients is encouraged by our people	2.4	1.04
The organization is open to change thus encouraging innovation and creativity	2.3	1.16
Organizational procedures, policies, and goals are well and clearly defined	1.8	0.92
The organization structures are well defined for easy flow of information	1.56	0.76

The table shows the rate at which staffs view organization culture dimensions on their satisfaction. It indicates that the highest ranking was with the opinion that they have a shared perception of what the institution will be like in the future at 3.2 followed by strategizing all other organizations to compete differently in the industry. The least where the organizational structures are well defined for easy flow of information at 1.56 followed by organizational procedures, policies and goals are well and clearly defined at 1.8. The higher score of the average persons shows more agreement, while the lower score of the average persons, shows disagreement.

### **Motivation / Job Satisfaction**

<b>Motivation / Job Satisfaction</b>	<b>Mean</b>	<b>Standard Deviation</b>
My job comes with independent thought and action	2.8	1.09
When things go well with your job, your contribution is often recognized	2.3	0.89
I am satisfied with the freedom to take initiatives with how my job is done	2.2	0.91
The remuneration I get for my job satisfies me	2.0	0.92
I am motivated to work harder	2.0	0.94
The employment security offered by the organization allows me to be innovative and initiative with job-related issues	1.8	1.09
I am satisfied with the employment security the organization offers me	1.3	0.80

The study indicates that staffs at a mean of 2.8 that their jobs come with independent thought and action followed by things go well with their job, their contribution is often recognized at 2.3. The least attributes are satisfaction with the employment security with the organization offered to them at 1.3 followed by the job security provided by the organization allows me to be innovative and initiative with job-related issues. The higher score of the mean persons shows more agreement, while the lower score of the average persons, shows disagreement.

### Role of top management

Role of senior management	Mean	Standard Deviation
We also get feedback from our superiors for good performances	3.2	1.26
Decisions are taken by experts, regardless of their position	3.0	1.17
Leadership at all levels consistently "walks the talk" (practices what it preaches).	2.8	1.09
Our managers try to support good people to advance within the organization	2.6	1.14
Management style slows down learning culture	2.6	1.14
Management follows through on its commitments.	2.0	0.92
Managers consider that employees' participation, commitment, and involvement	2.0	0.94
Leaders set goals that are ambitious, but realistic.	1.8	1.09
Management believes that our people can compete with anyone.	1.3	0.80

The interviewed staff as indicated in the table above shows that they get feedback from our superiors for good performances at a mean of 3.2 followed by decisions are taken by experts, regardless of their position at 3.0 and the least attributes managers consider that employees' participation, commitment, and involvement at 2.0 followed by leaders set goals that are ambitious, but realistic. The higher score of the mean persons, shows more agreement, while the lower score of the average persons, shows disagreement.

### Employees' career growth

Employees' career growth	Mean	Standard Deviation
The effectiveness of individuals is seen as an essential wellspring of competitive advantage.	2.8	1.09
Failure is viewed as a chance to improve and learn.	2.8	1.09
There is a nonstop venture in the attitudes of workers.	2.2	0.91
The "bench strength" (capability of people) is uniformly improving.	2.0	0.94
Problems regularly emerge because we do not have what it takes to carry out the tasks.	2.0	0.92
Does organization provide opportunity for personal growth and enhance capabilities	1.8	1.09



The table shows the employee career growth attributes that make them satisfied with the companies and at a mean of 2.8 they indicated that the capabilities of people are perceived as a framework and advantage of competition and in ties with employees view failure as an opportunity for learning and improvement. The least attributes are organization provide an opportunity for personal growth and enhance capabilities at 1.8 followed by Problems regularly emerge because we do not have what it takes to carry out the tasks.

### Employee Participation (Voice)

Employee Participation (Voice)	Mean	Standard Deviation
Their seniors take part in activities related to operations regularly request workers.	2.8	1.09
Employees are allowed to make many decisions	2.2	0.91
Encouragement is given to workers to propose upgrades in the way undertakings and operations are done.	2.0	0.92
Managers keep open correspondence with workers in the organization	2.0	0.94
Workers' inputs are viewed as critical and taken in honesty	1.8	1.09

The study established that their seniors take part in activities related to operations while 2.2 of the Employees are allowed to make many decisions regularly request 2.8 of the workers. The least attributes at 1.8 were that Workers' inputs are viewed as critical and taken in honesty and 2.0 that supervisors keep open communication with staff in the organization.

### Compensation (Pay) and rewards

Compensation (Pay) and rewards	Mean	Standard Deviation
I appreciate rewards and recognition no matter how small in this organization	2.0	0.92
This organization's salary and other benefits are comparable to that of similar organizations	1.3	0.80
In this organization, the pay of employees is directly linked to performance.	1.8	1.09
I am happy with the amount of remuneration and other benefits I receive	2.0	0.92
Good job is noticed and rewarded	1.8	1.09
My salary is fair considering what other people are paid	2.8	1.09

The study indicates that employees have a high view of that they appreciate rewards and recognition no matter how small in this organization at 2.0 followed by the organization's salary and other benefits are comparable to that of similar organizations. The least was that their pay is fair considering what other people are paid followed by a good job is noticed and rewarded

### Regression Analysis

A multivariate regression exemplary was applied to determine the relative importance and the relationship between the independent variables and employee satisfaction (Dependent variable), regarding the MNCs operating in Kenya. The regression model was as follows:

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.833	.722	.681	0.263

a Predictors: (Constant), the role of top management, Employees' career growth, Employee participation (Voice), Compensation/Rewards

The  $R^2$  is the coefficient of determination and tells us how the dependent variable varied with the independent variables. From Table the, the value of adjusted  $R^2$  is .681. This statistic implies that there was a variation of 68.1% of satisfaction with the predictors; the role of top management, Employees' career growth, Employee participation (Voice), Compensation (Pay) and rewards.

### ANOVA of regression

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.6	11	5.600	13.571	.000 <sup>b</sup>
	Residual	40.437	98	.413		
	Total	102.037	109			

a. Dependent Variable: Adoption and use of online tax filing system

b. Predictors: (Constant), top management, Employees' career growth, employee participation (Voice), Compensation/Reward

The significance value is 0.000, which is, less than 0.05 thus the model is statistically significant in predicting how top management, Employees' career growth, employee participation (Voice),

Compensation/reward influence the employee satisfaction in MNCs operating in Kenya. The F critical at 5% level of significance was 13.571. Since F calculated is greater than the F critical, this shows that the overall model was significant.

### Coefficient of determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.183	.114		2.443	.000
1 Top Management Style	.439	.130	.400	2.066	.001
Employees' career growth	.582	.106	.117	2.707	.000
Employees' participation	.493	.073	.296	2.635	.010
Compensation (pay) and Rewards	.461	.093	.166	2.739	.003

#### a. Dependent Variable: Employee satisfaction

Multiple regression analysis was conducted to determine the extent to which each independent variable influences the Employee satisfaction. The table above shows that all the factors were significant predictors of Employee satisfaction at  $p < 0.05$ . As per the SPSS generated table above, the regression equation is:

$(Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon)$  becomes:

$(Y = 1.183 + 0.439X_1 + .582X_2 + .493X_3 + .461X_4 + \epsilon)$

### Discussion

Patterns, standards, assumptions, and ethics form the base for Organizational culture (Schein, 1992). Employees' dependence level and workers' attachment to an organization are symbolized Employee commitment. In addition, the employees' resourcefulness to an organization is inspired norms, standards and the style adopted in leadership as inscribed in the leadership theory, (Luva & Hossain, 2013). According to Adams (1965), treatment of employees within an established equitable framework of duties and responsibilities is outlined in the Equity theory.

When an organization gives the employees, the sense of being part of its goals and the organizations' guiding contracts directly affects the employees' commitment to their respective organizations (Armstrong, 2010). Earlier studies undertaken indicated that employees' commitment to an organization was directly linked to organizational culture (Hansen and

Wernerefelt, 2005). The alignment of employees' commitment alongside organizational values, goals, vision, and mission are greatly boosted by cultural integration (House, Hanges, Javidan, Dorfman & Gupta, 2004). This view was supported by the theory of Transformational leadership that states that the management at different levels in an organization should incorporate culture in the working setting (Gagne, 2009). Goldsmith, Veum, and Darity (2000) held that the performance of an organization and employee loyalty were the results of employees opinion on fair treatment within the organization.

The background information indicates that majority of the respondents were male at 78% which suggest that these companies had a high affinity in employing males more than females. The companies have more employees at an advanced age implying that they have more working experience. The study also shows 59% of the employees are on a permanent basis implying that they were more committed to their jobs as they need promotion. On organizational culture, the researcher using a Likert scale found that the employees have a shared perception of how the institution will look in the future. Their strategy led other institutions to change the way they compete in the industry; the organization is open to change thus encouraging innovation and creativity, organizational procedures, policies, and goals are well and clearly defined (Goldsmith, Veum & Darity, 2000).

On motivation the study shows that their job rarely comes with independent thought and action, when things go well with their job, their contribution is often recognized, they are not satisfied with the freedom to take initiatives with how their job is done (Arnold & Spell, 2006). These findings are line with a study by Bigliardi & Galati (2012) that organizational culture played a tremendous effect on job satisfaction and self-actualization. Also, the employees are disgruntled over the pay they receive for their job, thereby not motivated to work harder (Creed and Phillips, 2011). The employees are not satisfied with the employment security the organization offers them. The role of top Management; the study found that the employees get feedback from their superiors for good performances (Chuttipattana & Shamsudin, 2011); Decisions are taken by experts, regardless of their position, Leadership at all levels consistently implements their strategies, managers considers employees'; participation, commitment, and involvement and that Management does not believe that their employees can compete with anyone (Bellou, 2010).

Yukl (2005) argues that the relationship between managers and the workers form the backbone of the leadership. This relationship involves the motivation of employees by their managers whereby they are directly involved through managers' guide to achieving a common target (Gorris, 2006). In addition, the management has the responsibility of creating a conducive working environment as well as offering training (Densten & Sarros, 2012). The study further found that supervisors walk the talk positively and passionately thereby providing meaning to work, they do (Sivanathan & Fekken, 2002). It is important to an organization once the supervisors are equipped with problem-solving techniques and make decisions before any situation gets out of hand in case of a crisis. Jung, Baeza & Hong (2008) held that employees' proficiency is a crucial item in the foundation of competitive advantage. Therefore, directing funds in developing and growing employees' skills is a continuous process (Mahaney & Lederer, 2006). This process can be achieved when organizations provide opportunities for individual growth thereby promoting competencies (Lund, 2003).

According to Topolosky (2000), any time workers are involved in the process of decision making, they become more and more inspired to do their best as this makes them feel that their opinion matters in the well-being of the organization (Matthew, 2010). The study found that MNCs inspires workers to think globally and work locally and this gives confidence the companies respect their recommendations (Schwartz and Harris, (2014). The study revealed that were involved in developing the mission and policies and that Profit sharing programs are combined with employee participation in management for better results (Ahn and Garcia, 2004).

Finally, Compensation (Pay) and rewards the study found that the employees take and get motivated when their organizations give them rewards irrespective of the size (Goldsmith, Veum, and Darity, 2000). Salaries and other tied benefits in the organizations are similar to those of the same kind of organizations (Ivancevich, Konopaske, & Matteson, 2005; Jiang and Klein, 2000). The pay that the employees get is directly connected to their performance. Deeprose (1994) argue "excellent managers recognize the work of their employees by acknowledging their accomplishments through rewarding them with tangible incentive." Further, Robbins (2001) asserts that when employees are promoted, they are given a chance for personal growth whereby increased responsibilities gives them the opportunity to grow their skills in work (Block, 2003).

## **Summary**

Employees of different organizations were the respondents in this research. Employees of various multinational organizations operating in Kenya were the target. Each member of an institution had different personal customs and beliefs where he/she works in an organization. Norms and values of the employee may differ with organizational culture. Therefore, he/she should be allowed to either to come up with them or not if he/she joins the organization. The result of the employees depends on the organizational culture which assist the worker to get contented by the institution and which brings the productivity of employees. After the study, we concluded that there was an encouraging and noteworthy relationship among the impact of the cultural organization on employee's commitments, job gratification, and employee's preservation. That was by the findings. It is necessary to have workers committed, keep their strong point, and accept output, which pledges the organizational solidity.

Upholding powerful multinationals is considered a basic undertaking because they are part of the core in the formation and growth of an economy. The leadership of any organization either local or international is burdened by challenges and demands from within and this paper, therefore, is likely to help in presenting a helpful guide for direction for MNCs. The study provides additional information on organizational leadership and culture, and this could be of much help to the managers of these organizations. The results should be in particular pay attention to the adverse effects of tenure on organizational assurance to deliver on its mandate. Further, it should focus on offering training and education to employees as this offers different opportunities at the various levels within the organization. In case a worker feels obliged not to leave but just stay with an organization then the connection is not healthy for both the employee and the organization. Employees' commitment to an organization and employee satisfaction are positively affected by Bureaucratic cultures. This result is an unusual finding and needs the care to handle. Job security as major bother to the employees in the multinational organizations and this problem could be controlled by creating a structured and controlled environment of operations. There is a need to pay attention to any other effects expected if there is a need depending on the organization.

## **CONCLUSIONS**

The outcomes of the most recent research show the statistical implication of various bivariate relationships linking to organizational cultural traits and organizational enactment (Chen & Chen,

2008). However, when stating that association between variable pairs established on the viewpoint of workers from MNC improves to the awareness base, coming research can lengthen the study findings. The resulting section skeletons five areas for coming research. The leading area for future research comprises of extension of the illustrative principles variables relationships: worker's commitment, job gratification, and employee preservation, as classes of worker's behavior through effort squad, teamwork, and training (Rose et al., 2008; Schein, 1992; Battilana & Casciaro, 2013).

The performance of the organization in the example obtained by Denison (2006), Gillespie et al. (2008), and Weinzimmer *et al.* (2008) might stay decoupled into various variables. Spreading the study in complex bank atmosphere by re conceptualising organizational concert into new variables might enhance different performance insights (Creed, Phillips, 2011). By defining the relationship, concerning the cultural characters and yield on assets, auctions growth, client satisfaction, and organizational ability in the re conceptualising organizational performance example signifies a zone for yet to research. Another region for future study comprises knowing how outcomes will modify over time in an amalgamated organization. The results showed that the union process met not all the objectives of the top organization of the organizations. The presentation rating commonly scored consistent performer for entire ranges of study presentation indicators (worker's commitment, job fulfillment, and employee preservation) (Hansen & Wernerefelt, 2005). An interest occurs in meaningfully how the outcomes alternate over time. Investigators should scrutinize the similar organization on an episodic basis, which might show if organizations hold the traditional traits addition when exceptional performance and positive merger are attained (Gagne, 2009).

Nowadays the study of hierarchical beliefs and its result on profession fulfilment has rotated into a vibrant issue in the global business condition and an acceptable extent of time is placed into the capitals (Chuttipattana & Shamsudin, 2011). There remains a main connection concerning structural culture and employment contentment which hugely affects corporate implementation (Creed and Phillips, 2011). A collective amalgamation of recognitions of culture stimuli representative satisfaction which emulates the common image or organizational nationality. A confidently fulfilling civilization starts demonstrative fulfilment and influential worker implementation (Belias & Koustelios, 2014). As quantified by Robbins and Huthcheson that "job fulfillment is an assessment of administrative culture," it is dangerous for making discerning

working circumstances aimed at entire representatives (Battilana & Casciaro, 2013). As a result, they remain remarkably enthusiastic to carry out well and turn out to be more loyal to their profession (Najar, 2010). According to Gorris (2006), every single worker employed in the organization takes its specific standards, and morals, and diverse belief in the direction of the organization where she/he is working. Hierarchical culture always differs from worker's morals and values so at all point any symbolic link the organization, he/she have to license herself that it stays probable that they can contemplate of them or not (Lund, 2003). Luva and Hossain (2013) organizational culture takes a robust and thoughtful consequence on the presentation of the workers; that assist workers to be contented themselves with the organization plus that grounds to improve the output of underling's (Mahaney & Lederer, 2006).

On the evidence of detections of this scrutiny, we conclude that there remains an affirmative and critical assembly among Consequence of categorized culture on representatives responsibility, work contentment and workers upkeep (Bellou, 2010). Organizational culture is an essential element which extremely inspires the employee binder, job gratification and staff maintenance (House, Hanges, Javidan, Dorfman & Gupta, 2004; Ivancevich, Konopaske, & Matteson, 2005). By way of the organizational culture wedged positively or depressingly by these three variables and painstaking as the base aimed at the enactment of any organization (Yukl, 2005). When the organizational culture stands encouraging, it will improve worker's commitment, occupation satisfaction, and reduce employees' retention; by designed the performance will rise (Ahn & García, 2004). It is moderately easy to mature ones organization in a constructive way when any wage earner is continuously the exact path. It is observed in this study that robust organizational culture is right useful for the fresh employees to embrace the organizational culture and to get a modest benefit (Sivanathan & Fekken, 2002).



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