

# Culture & Employee Satisfaction: A Review

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**Abstract :** It is crucial to take due care while obtaining the right individual for the right job at the ideal time. On the other hand, if an organization chooses to select the imperfect personnel, it heads toward enormous expenses as far as money as well time, this opens the door for the stakeholders to feel bad about their choice. Culture is something which has its traces almost everywhere in an organization. It even affects the satisfaction level of the employees. The paper majorly focuses on the relationship between the culture and employee satisfaction. The reviews collected are to understand the connection between the two more better.

**IndexTerms** - Organizational culture, Employee satisfaction.

## I. INTRODUCTION:

The fundamental concept of an organization is by the people, of the people and for the people. Managing handful of people is not an easy undertaking. To communicate with the stakeholders of the company, the employees of an organization ought to be sufficiently capable enough. For this organization needs such a human power, to the point that can take the organization needs such a man power, to the point that can take the organization to more prominent statures considering it as their own organization. Consequently, it is crucial to take due care while obtaining the right individual for the right job at the ideal time. On the other hand, if an organization chooses to select the imperfect personnel, it heads toward enormous expenses as far as money as well time, this opens the door for the stakeholders to feel bad about their choice. Culture is something which has its traces almost everywhere in an organization. It even affects the satisfaction level of the employees. The paper majorly focuses on the relationship between the culture and employee satisfaction. The reviews collected are to understand the connection between the two better.

It is very critical to look that not just the employees are fine with the active profile and area, they must go beyond the normal thought process and indulge to work whole heartedly and love the work they do. By doing so, both the employer and the employees are in harmony and are heading toward the common goal

## II. LITERATURE REVIEW:

Culture influences people's attitudes and behaviour at work. Culture is clearly an important ingredient of effective institutional performance. There is a close relationship between an organization's culture and its performance. However, very few institutional managers realise the weight that a culture of an institution has on its performance. This paper explores what is entailed in an institutional culture, measurement of an institutional culture, measurement of an institutional performance and the effect of an institutional culture on its performance.

1. Boniface C. Nwugwo (2011), "The impact of organizational culture on employee behavior and attitude". Every organization has a unique culture. Each organization's culture differs from what it values most, what it expects and accepts from its employees, and how it gets things done. For instance, performing the same job for Wal-Mart is different from performing it for Sears, as is performing it for Microsoft compared to IBM, General Electric to Boeing, Dell to Sony, etc., The better an employee's needs and expectations fit with the requirements of the culture of the organization the happier the employee and the organization will be. The more successful the company, the more defined its culture tends to be, and the more that the employee will be expected to either embrace it or leave. The culture of the organization to a large extent shapes the behavior of individuals and groups in organizations. Using the Double S Cube framework with existing literature on the impact of organizational culture, this paper examines the effect of organizational culture on employee behavior and attitude.
2. Sanjeev K. Sharma and Aditi Sharma (2010), "Examining the Relationship between Organizational Culture and Leadership Styles". Culture is the medium by which organization expresses itself to its employees or members. The core of the culture is formed by the values which are not visible but are shared by people even when membership in group changes. Shared values and norms focus employees' attention on organizational priorities and guide their behavior and decision making. Results of the study on textile industry in North India show a positive association between cultural values and charismatic leadership styles. Organizational culture exhibiting characteristics of accountability, collaboration, decentralized leadership, alignment and adaptability hold the key to successful survival.
3. T M Gunaraja (2014), "Organizational Corporate Culture on Employee Performance". The findings are that a large number of respondents almost more than half of the respondent strongly agree that organizational corporate culture has influence

on employee work performance, and that nearly half of the employees also agree that culture of corporate sector determines the level of productivity of the organization.

4. Muhammad Arif Khattak, Nadeem Iqbal and Ansir Ali Rajut (2013), in their study “Impact of Culture on the Employee Performance” stated that, in any organization it is the desire for employees to be given favourable working conditions in order to deliver their best in order to ensure rapid growth and development of the organization. The challenge however faces the junior personnel who need to put in extra effort in order to impress their bosses and at the same time be able to go up the Maslow hierarchy of needs which are; physiological needs, safety needs, belongingness and love needs, esteem needs and lastly self-actualization needs. Achieving all the mentioned needs is not a walk in the park because of the difficult working conditions that most employees are subjected to; this mainly is because of the leadership style and the organizational culture that the management has rolled out. For instance, in an organization where the management has adapted to the tyrannical leadership style, then there is little chance for junior employees to go up the promotion ladder since they do not have any power to challenge the decision made by the managers. The case is however different in those organization that have adapted to the democratic leadership style since it gives employees more room to participate in the decision making process and this gives them a chance to advance in their careers.
5. Dimitrios Belias and Athanasios Koustelios (2014), “Organizational Culture and Job Satisfaction”. The purpose of the present study is to provide a critical review of the relation between organizational culture and the levels of job satisfaction experienced by employees. The review shows that contemporary job-related phenomena like job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees’ preference of organizational culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution’s organizational culture in combination with its employees’ demographic and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted.
6. Sonja Treven, Matjaž Mulej and Monty Lynn (2008), “The Impact of Culture on Organizational Behavior”. In the paper, the authors first present two approaches to the scrutiny of the culture - Hofstede's dimensions of cultural values and Hall's approach to high- and low-context cultures. In the second part, they devote their attention to the interaction of culture and organizational behaviour. They also describe that culture affects the ethics and motivation of employees in companies, the way of communicating, success of conflict solving and organizational change.
7. Muya James Nganga and Wesonga Justus Nyongesa (2012), “The Impact of Organisational Culture on Performance”. Every organization has a culture-good or bad. However, there is more to a good culture than happy staff. In order to aid long term performance, there are three main criteria needed to develop a suitable culture: It must be strategically relevant; it needs to be strong in order that people care about what is important; and the culture must have an intrinsic ability to adapt to changing circumstances Culture impacts most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated, how the organization responds to its environment, and so on.
8. Syed Munir Ahmed Shah, Mohammad Salih Memon and Dr. Minhon Khan Laghari (2011), “The Impact of Organizational Culture on the Employees’ Job Satisfaction”. The purpose of this study was to examine whether organizational culture affects the employee’s job satisfaction of university faculty in Public Sector of Pakistan. University faculty members are one of the most significant determinants and primary components that establish the achievement of universities in a competitive environment. The study indicated that organizational culture was negatively related to employees’ job satisfaction in the faculty members of public sector universities of Pakistan.
9. Fakhra Shahzad, Rana Adeel Luqman, Ayesha Rashid Khan and Lalarukh Shabbir (2012), “Impact of Organizational Culture on Organizational Performance”. This article is on defining and measuring of organizational culture and its impact on the organizational performance, through an analysis of existing empirical studies and models link with the organizational culture and performance. It said that organizational culture has deep impact on the variety of organizations process, employees and its performance. This also describes the different dimensions of the culture. Research shows that if employees are committed and having the same norms and value as per organizations have, can increase the performance toward achieving the overall organization goals. Balance Scorecard is suggested tool to measure the performance in the performance management system. More research can be done in this area to understand the nature and ability of the culture in manipulating performance of the organization. Managers and leaders are recommended to develop the strong culture in the organization to improve the overall performance of the employees and organization.
10. HamidAzad andish, Mojtaba Yousefipour, Hamidreza Shahsavaripour and Abdolreza Ghorbanipour (2013), “Organizational Culture and its Impact in Organizations”. Culture of an organization often comes from what is already established in the organization and is useful for the organization. Organizational culture has always been very important for organizations, managers and leaders each organization has its own way of achieving success, arrangement and runs. Every culture has such profound weakness and a strength that varies depending on the organization. Activities of any organization is largely associated with the corporate culture and any kind of current activities and decisions within the context of its culture, so outside of the range, they will have less functionality.
11. Yafang Tsai (2011), “Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction”. Organizational culture refers to the beliefs and values that have existed in an organization for a long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior. Administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees’ job

satisfaction. It is therefore essential to understand the relationship between organizational culture, leadership behavior and job satisfaction of employees.

12. Shaghayegh Kiani Mehr, Somayeh Emadi and Hajar Cheraghian (2012), "Relationship between job satisfaction and organizational culture". The purpose of this study is the relationship between job satisfaction with organizational culture of staffs of physical education offices of Mazandaran province. Test results showed that between job satisfaction and organizational culture in Physical Education Office staffs and also between job satisfaction and component of organizational culture that includes adapting to changes, achieving of goals, coordinating of work groups, attention to clients and power of organizational culture, there is no significant relationship.
13. Olu Ojo (2009), "Impact Assessment of Corporate Culture On Employee Job Performance". This research study assesses empirically the impact of corporate culture on employee job performance as well as organisational productivity using Nigerian banking industry as the case study. It stated that, there is a positive relationship between organizational culture and employee job performance & There is a positive relationship between corporate culture and organizational productivity in Nigerian banking industry.
14. Fakhar Shahzad, Zahid Iqbal and Muhammad Gulzar (2013), "Impact of Organizational Culture on Employees Job Performance". Found the influence of organizational culture on employee performance within software houses working in Pakistan. The overall results support that culture of organizations has the significant positive impact on employee's job performance at selected software houses in Pakistan. Employee's participation is a most important factor for achieving organizational goals. This study fulfils an acknowledged necessitate learning the impact of culture on the employee's job performance of the software industry in Pakistan.
15. Nurwati (2013), "Effect of Management Control to Organizational Culture, Compensation, Work Behavior and Employees Performance". The results of this study indicate that adequate management controls to improve employee performance when attention to the factors that contributed to the culture of the organization, compensation and workplace behavior on cooperatives in the province of Southeast Sulawesi. The study also produced findings to improve employee behavior for the better when the culture of the organization and compensation factors considered.
16. Jack Henry Syauta, Eka Afnan Troena and Margono Setiawan (2012), "The Influence of Organizational Culture, Organizational Commitment to Job Satisfaction and Employee Performance". The research aimed at analyzing and revealing the influence of organization cultural and organizational commitment to employee performance direct or indirectly to the job performance. The results showed that organizational culture does not influence directly to the employee performance. Organizational culture is able to influence performance if mediated by job satisfaction. While organizational commitment influences significantly to employee performance directly or indirectly through work satisfaction.
17. Bandana Nayak and Anil Barik (2013), "Assessment of the Link between Organizational Culture and Job Satisfaction". In the contemporary business environment, characterized by rapid changes, performance improvement becomes a significant challenge for each enterprise, which cannot be addressed by a single activity, but rather by a series of continuous activities at all organizational levels. Results revealed that employees perceptions of organizational culture dimensions significantly relate to employees' job satisfaction, with those perceiving a greater degree of awareness of organizational culture dimensions exhibiting the more positive reactions towards job satisfaction.

### III. CONCLUSION

It is essential to understand the relationship between organizational culture, leadership behavior and job satisfaction of employees. culture of organizations has the significant positive impact on employee's job performance. It is reviewed that employees perceptions of organizational culture dimensions significantly relate to employees' job satisfaction, with those perceiving a greater degree of awareness of organizational culture dimensions exhibit more positive reactions towards job satisfaction. if employees are committed and having the same norms and value i.e follow the same culture as per organizations have, can increase the performance toward achieving the overall organization goals.

Also we understood a positive relationship between corporate culture and organizational productivity. Hence, culture affects the ethics and motivation of employees in companies, the way of communicating, success of conflict solving and organizational change. The culture of the organization affects the behavior of individuals and groups in organizations.

Since activities of an organization is largely associated with its culture any kind of activities and decisions outside of the cultural range will have less efficiency. Culture impacts most aspects of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated, how the organization responds to its environment, and so on.

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