

Impact of different factors on Organizational culture

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ABSTRACT

Organizational culture is the major focus of Organizational behavior because of its effect on overall performance of the organization. Organizational Culture is considered as very desirable factor because it is associated with other organizational factors such as organizational performance quality, Organizational citizenship and low job turnover rate.

When Organizational Culture is weak, it results in many negative consequences that lead to the deterioration of an organizational performance. In order to overcome such disadvantages, many business organizations assume the social responsibility to its employees by way of developing various measures, to create satisfaction in their employees, and create positive attitudes towards the organization which motivate acceptance of the organizational values and goals and motivate them to do the best they can for the benefit of the organization and promote their intention to stay as an active member of the organization.

This study has conducted for finding out the factors which has influence on Organizational culture. So that in future organizations will work on these factors and improve the situation.

Keywords: Organizational culture, influencing factors etc.

Introduction

Culture of the workplace is very powerful force, which is consciously and deliberately cultivated and is passed on to the new employees. It is the thread that holds the organization together. Organizations build up their culture for the survival in the market, and for achieving growth under competitive conditions. Every organization has its own culture. Stronger the culture, the more it is directed to the market place, and the less need there is for policy manuals, organization charts, detailed procedures or rules. In companies, people way down the line knows what they are supposed to do in most situations because the handful of guiding values are crystal clear. Hence organizational culture can considerably influence organizations, especially in aspects such as performance.

The culture of the organization influences the work that is done in the organization. In the present era of competition, organizations need culture such that it increases the employee commitment and efficiency.

Although the term organizational culture has been defined by different authors in different ways, Schein's definition (1990)² is frequently quoted. According to Schein, organization culture is "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, is to be taught to new members as the correct way to perceive, think and feel in reaction to those problems."

In 1980, researchers concentrated on organizational culture which was considered as one of the vital aspects determining the organization's success. Organizational culture comes into picture with the interaction of employees with each other. The formation of culture in the organization involves various factors, such as, the work force, leadership, owner of the organization, size of

organization. The culture of the organization motivates employees, which affects the organization's performance. Researchers have classified culture into strong and weak cultures. The organization having clear and comprehensive shared values and beliefs leads to a strong organizational culture. Strong culture increases the performance of employees by energizing them with better working environment and coordination among employees behavior.

Organizational culture helps in maximizing the value of employees as intellectual assets and promotes their intellectual participation and facilitates both, individual and organizational learning, creation and application of new knowledge and willingness to share knowledge with others. Organizational culture, thus is very important in the context of the progress of the organization. The beliefs, stories and symbols of an organization help in shaping the culture of the organization and hence it is necessary for the management to realize that culture is an integral part of their business, and so every effort must be made not only to preserve it but also to improve it.

Cultural Assessment

Cultural Assessment helps the organization to analyze the gap between the current and desired culture. As competitive environment changes fast, The organizational culture also needs to change. However, in practice, some of its practices and secondary values are changed, and precious and non negotiable core values are kept intact which leads to the continuity of organizational culture.

Types of Culture

A) Hellriegel, Slocum and Woodman (1995)¹⁸ describe four types of cultures as follows:

1) Bureaucratic culture: An organization that values formality, rules, standard operating procedures and hierarchical coordination has a bureaucratic culture. Long term concerns of bureaucracy are predictability, efficiency and stability.

2) Clan Culture: Tradition, loyalty, personal commitment extensive socialization, teamwork, self management and social influences are the attributes of clan culture. It's members recognize an obligation beyond simple exchange of labor for a salary. The individual long term commitment to the organization is exchanged for the organization's long term commitment to the individual. Individuals hold themselves accountable to the organization for their actions.

3) Entrepreneurial culture: High level of risk taking dynamism and creativity are the main characteristics of this type of culture. There is commitment to experimentation, innovation and being on the leading edge. Instead of reacting to change, it creates change.

4) Market Culture: The achievements of measurable and demanding goals especially those that are financial and market based, characterize a market culture. High level of competitiveness and profit orientation prevail in the organization. The relationship between individual and organization is contractual. The absence of a long term commitment by both parties results in a weak socializing process.

B) Harrison and Stokes (1993)¹⁹ describe four types of culture as follows:

1) The Power Culture: A power oriented culture is based on an inequality to access resources. The people in a Power use resources either to satisfy or frustrate the needs of others, so as to control behavior of others power oriented leader is firm, fair and generous and has loyal subordinates. In the worst case, power oriented leader leads by fear, and with abuse of power for personal gains.

2) **The Role culture:** A role culture oriented organization's structures and systems give protection to subordinates and stability to the organization. The duties, roles and rewards are clearly defined. There is order, rationality, dependability and consistency. So this type of organization provides stability, justice, and efficient performance. People are protected in their jobs and hence, they devote more energy to their work.

3) **The Achievement Culture:** An achievement culture oriented organization is called as an "aligned" organization, because it aligns people before a common vision or purpose. Such organizations use the mission to attract and release the personal energy of the employees in achieving common goals. There is an inner commitment within these achievement oriented individuals. Many individuals like their work and want to make a contribution to society, thus enjoying an intrinsic reward.

4) **The Support Culture:** This type of culture is observed in an organization having an organizational climate based on mutual trust between individuals and the organization. In such organizations, people are valued as human beings and this makes people want to come to work and not only because they like their work but also because they care for their colleagues. People contribute towards the organization out of a sense of commitment. Employees feel a sense of belonging and they have a personal stake in the organization.

C) Strong Culture and Weak Culture:

A Strong culture means a high performance culture, representing the core values that are shared by a majority of the organizational members. Strong culture is the system of shared meaning held by organizational members that distinguishes the organization from others. Strong culture exists where members respond to stimulus because of their alignment to organization values. There is a weak culture when there is little alignment with organizational values and hence the control has to be exercised through detailed procedures and bureaucracy.

A strong culture is reflected in the form of healthy behavior, keenness to work hard and a strong desire and willingness to do their best. Behavior towards work efficiency is largely controlled by internal ability and willingness to work hard. It is based on sincerity of participation, involvement, devotion to duty, earnest desire to work and discharge of responsibilities with confidence and competence. Thus culture acts as a blue print, influencing all aspects of life.

D) Healthy and Unhealthy Cultures:

Shepard (1965)²⁰ used primary mentality assumptions and secondary mentality assumptions. In unhealthy organizational cultures, primary mentality assumptions (coercion, cut-throat competition, compromise of principles) are the norms. In healthy organizational cultures, secondary mentality assumptions (cooperation, collaboration, consensus-seeking behavior) are the norms.

Ruth Benedict (1970)²¹ used concepts of high and low synergy groups and societies. A low synergy group or society is one in which the interests of individuals and the interests of the group as a whole are at odds. A high synergy group or society is one in which the interests of individuals and the interests of the group as a whole are in harmony. Unhealthy organizational cultures are those characterized by low synergy and healthy organizational are those characterized by high synergy.

LITERATURE REVIEW**Mansor M and Tayib M¹**

A study conducted in 2010 and it has examined culture, employee job stress and job satisfaction within the indirect tax administration in Malaysia. Data for this study was collected through a questionnaire survey from the tax employees of the organization. As per their opinion, certain cultures lead to superior performance. The study on culture and behavior has received widespread attention by management scholars. The results of the study signified that action needs to be taken to change the department's culture orientation, reduce employees' stress and improve employees' satisfaction.

Reddy Anuradha²

Study conducted in 2011. It is important to learn the importance and impact of culture on performance management in organizations. Reddy has analyzed the impact of culture and cultural dimension on performance management in UAE organizations. Cultural dimensions have shown their impact on performance management in UAE. The MNC's that have parent company in other than UAE will have top executives from the parent country, their performance will depend upon the extent to which they are knowledgeable and imparted training regarding the UAE cultures. Arabs are known for their informal, relaxed behavior, good manners and consideration of others. There is a strong vertical hierarchy in most Emirates companies. Arabs by nature are trust worthy and they are not comfortable with low trust. The human resource policies are implemented with difficulty in case of multinational companies as such companies try to implement global strategies. The studies of HRM show that strategic factories influence international human resource management. The policies and procedures are need to be shaped in such a way that it combine with both the countries. The most important explanatory is subsidiary role and national culture of the country of origin. This carry significance as organizational capabilities of the subsidiary companies increase, the role of subsidiary employee in achievement of corporate objectives also increases.

Lather A S, Abha Kumar and shilpa Jain³

Study conducted in 2012 and studied the effect of various dimensions of work culture on employee performance. The sample comprised 199 managers at different levels in a Delhi Metro Rail Corporation (DMRC). The results suggested that an organization with warmth and support provided by the manager's boost the performance of its associates, as everyone desires to work in an organization with adequate support and warmth from managers, which creates a sense of security from superiors. The results also show that the high degree of structure lowers the employee performance. This implies that associates do not want to be supervised closely and a strong check on their behavior makes them uncomfortable, which immediately lowers their performance.

Sabir M.S, AdeelRazzaq & M Yameen⁴

This study was conducted in 2010. Organizations need to build up their culture for their survival in the market and each culture differs from the other. The culture of the organization influences the work that gets done at the organization, whether it is strong or weak culture. This study focuses on the workforce commitment aspect of the culture. In this era of competition, organizations need such culture that increases the employees' commitment. The main aim of the study is to examine the impact of culture on the employee's commitment towards goal. It focused on three levels of culture, (1)Surface Level (2)Exposed values and (3)Assumption values, and their relationship with commitment of employees' whether it is a form of emotional attachment of employees on obligations for employees. Literature review shows that

organizational culture enhances the commitment of employees towards the organizational goal. Organizational culture is a vital part of the organization on which organizational success or failure depends. Those organizations which succeed in implementing the culture efficiently in the organization, lead the creators or gain high profitability. The organizational culture increases the employees' commitment through installing different levels of culture in the organization. The commitment continuum depends on strategies of organization, whose basic assumption uses and enhances the emotional attachment of the employee with the organization in creating greater motivation among employees for increasing commitment towards organizational goal.

Seif Obeid ALshoiel and Waleed M AL-Awawdeh⁵

The study conducted in 2011 tried to explore the relationship between internal social responsibility and job commitment from a sample of 131 employees in Jordanian Cement Manufacturing Company. The authors concluded that there was a strong statistically significant relationship between dimensions of internal social responsibility (the organizational culture, administrative policies, change and innovation) combined and job commitment. The organizational structure of the company had an active role in influencing the behavior and commitment of employees, which is to focus on the style of teamwork in the company, and providing open channels of communication between management and employees. The job description and co-ordination in making the organization successful, as well as the employee's participation in goal setting and decision-making encourages and supports positive relations between employees and management. They also concluded that there was no statistically significant relationship between the variables of change and innovation by the company and job commitment, which was due to this lack of attention by employees to the methods and techniques of work matched by the company to develop its business".

Sayed Akif Hasan and Muhammad I.S.⁶

The study conducted in 2012 investigated the effects of top level management's spying/snooping in the organization on employees' productivity, job commitment. For the purpose of the study, a sample of 3500 employees, via self administered survey technique, was analyzed. They concluded the approach of top level management to snoop/spy on the employees' productivity and job commitment affects adversely on the employees. Communications of information through informal sources and by passing hierarchical levels are devastating in numerous ways. Such acts affect employee productivity and job commitment. Thus snooping over employees especially through other co-workers and employees has more adverse impact on employees' productivity and Job Commitment. The key factors were stress, depression, mental illness and de-motivation and peer-competition. It gives birth to politics within the organizational culture and more business communication conflicts occur when the sources of snooping through coworkers and other means were revealed to the employees.

Pathadikar A D and Sangeeta Sahu⁷

Study conducted in 2011. Researcher made an attempt to find out the contribution of various cultural variables on the organizational commitment. Data were collected from the public sector units located in the eastern part of India. Analysis of data revealed that there was strong relationship between cultures of the organization and commitment of employees. The antecedents of the culture were examined in relation to three commitment variables, namely affective, continuance and normative commitment. Organizational culture significantly contributes in building employee commitment. The physical and material factors in organization are also important in building up commitment. It was also formed that increase in salary contributes significantly in developing high commitment. HR practices (milieu) do not

significantly contribute in developing commitment. The people do not perceive its importance, which may be due to no outstanding or innovative HR practice followed in the organization under study.

RESEARCH METHODOLOGY

Objectives: To study the factors influencing the Organizational Culture.

Research Design:

Type of the Research: Explorative

Sample of the study: The study was conducted using the survey method. The random sampling method was used to select 100 faculty members from management institutions.

Method of data collection: For the purpose of present study necessary data was collected from both, the secondary sources and primary sources.

Secondary sources: The secondary data of this study includes books, articles in periodical, newspapers, research paper, and journals. It also includes the data collected from the internet.

Primary Data was collected through a structured questionnaire, interview and observation method. In this section questions has been asked to the respondents related to efficiency. The researcher asked the respondents to fill up the questionnaire. The responses received from the respondents were analyzed and tabulated by using Likert scale, ranging from strongly agree(-2) to strongly disagree(2).

Sample Size: Total sample size for this study was 100 respondents. Out of that 20% of the sample was interviewed. And are selected by Random Sampling method.

Statistical tools: Various statistical tools are used for analysis of data. These tools includes percentage, mean, Factor analysis method etc.

Here researcher has deal with the information about organizational culture of the organization of the respondents. This information is helpful to understand about the organizational culture of Management Institutes. This category consists of information about various attributes of organizational culture.

It includes-Vision and Mission, Institutional Culture Reflects Norms, Culture Reflects Norms, Awareness about Institutional Culture, Culture Provides guidelines about act and think, Culture directs to perform tasks effectively, Openness amongst the staff members, Teaching, assignments and learning opportunities are linked with need and interest of the students, Close and Supportive Relationship, Enjoy responsibility, Innovative and risk taking, Clear objectives and performance, Team work, Rules and regulations, Criteria for rewarding, Formal hierarchy, Feeling Proud About Organization.

Responses to these 17 questions related to Organizational Culture of the faculty members were collected on a five-point scale and the data so collected were subjected to Principal Component Analysis with Varimax rotation.

Communalities

	Initial	Extraction
oc_1_inspiring_vision	1.000	.664
oc_2_Cultur_Reflect	1.000	.905
oc_3_Awareness about culture	1.000	.850
oc_4_Provides guidelines	1.000	.827
oc_5_directs effective performance	1.000	.597

oc_6_Opennes	1.000	.789
oc_7_Activities linked with student’s need	1.000	.829
oc_8_Mgmt-teacher-studentRelationship	1.000	.783
oc_9_enjoy responsibility	1.000	.945
oc_10_Innovative and risk taking	1.000	.902
oc_11_clear objectives	1.000	.778
oc_12_Team Work	1.000	.845
oc_13_Rules to control discipline	1.000	.634
oc_14_performance criteria for rewarding	1.000	.901
oc_15_open platform to resolve issues	1.000	.857
oc_16_Communication through hierarchy	1.000	.546
oc_17_proud of institute,	1.000	.648

Extraction Method: Principal Component Analysis.

All the components are having extraction values greater than 0.5 which indicates that all the variables are important. These variables are influencing organizational culture of faculty members.

To segregate important factors together, factor analysis is conducted. With the help of which we can categorize these multiple factors in 3 to 4 variables. Rotated component matrix is helping us in deciding these categories.

Rotated Component Matrix

	Component			
	1	2	3	4
oc_1_inspiring_vision	.451	.265	.597	.185
oc_2_Cultur_Reflect	.124	.926	.159	-.089
oc_3_Awareness about culture	.225	.864	.095	.207
oc_4_Provides guidelines	.128	.834	-.053	.334
oc_5_directs effective performance	.146	.620	.288	.329
oc_6_Opennes	.540	.363	.220	.564
oc_7_Activities linked with student’s need	-.105	.207	.867	.151
oc_8_Mgmt-teacher-student Relationship	.518	.095	.678	.216
oc_9_enjoy responsibility	.778	.341	.457	-.121
oc_10_Innovative and risk taking	.911	.262	.022	.052
oc_11_clear objectives	.693	.296	.459	-.016
oc_12_Team Work	.902	-.023	.125	.126
oc_13_Rules to control discipline	.457	.452	.463	-.082
oc_14_performance criteria for rewarding	.053	.142	.163	.923
oc_15_open platform to resolve issues	.274	.101	-.044	.877
oc_16_Communication through hierarchy	-.208	.113	-.032	.699
oc_17_proud of institute	.318	-.090	.712	-.176

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Component 1 (Conducive environment for growth):

This component includes 4 variables as under:

oc_9_enjoy responsibility ,
oc_10_Innovative and risk taking,
oc_11_clear objectives
oc_12_Team Work

The second extracted factor is termed as “**Values and norms shared**”.

Component 2 (Values and norms shared):

This component includes 4 variables as under:

oc_2_Cultur_Reflect
oc_3_Awareness about culture
oc_4_Provides guidelines
oc_5_directs effective performance

The third extracted factor is termed as “**Favorable settings for execution of tasks**”.

Component 3(Favorable settings for execution of tasks):

This component includes 5 variables as under:

oc_1_inspiring_vision ,
oc_7_Activities linked with student’s need
oc_8_Mgmt-teacher-student Relationship
oc_13_Rules to control discipline
oc_17_proud of institute

The fourth extracted factor is termed as “**Transparent Culture**”

Component 4 (Transparent Culture):

This component includes 4 variables as under:

oc_6_Openness
oc_14_performance criteria for rewarding
oc_15_open platform to resolve issues
oc_16_Communication through hierarchy

Findings related to Organizational culture:

- 1) Most of the respondents disagree with the statement that their Institute has challenging vision and mission. They were not able to get any guidance from vision and mission of their organization.
- 2) Most of the respondents disagree with the statement that their organizational culture reflects norms.
- 3) Most of the respondents were not aware about the culture of the Institute.
- 4) Most of the respondents were disagree with the statement that culture provides knowledge about expectation from faculty member.
- 5) No one agrees that Institutional Culture directs faculty members in performing their tasks effectively;
- 6) Most of the respondents were denying that culture of their institution encourages openness amongst staff members.

- 7) Most of the respondents feels that students interest, need is taking into consideration while teaching, learning and in assignments.
- 8) Most of the respondents were saying that there is no such relationship between management, teachers and students.
- 9) Most of the faculty members are denying that they were enjoying their responsibility.
- 10) Most of the faculty members are denying that they are encouraged to be innovative and risk taking.
- 11) Most of the faculty members were denying that their organization has clear objectives and expectation about performance.
- 12) Most of the faculty members were denying that their organization encourages teamwork.
- 13) Most of the faculty members were denying that rules and regulations were used to control discipline of the employees.
- 14) Most of the faculty members were denying that their organizations were using proper performance criteria for rewarding the employees. Researcher has also observed that Most of the Institutes were not having rewarding structure therefore Institute do not check the performance of the faculty members. In some Institutes there were evaluation of the performance is done but this is not linked with the rewards. Performance criteria were generally used for continuation of the service.
- 15) Most of the faculty members were denying that they have open platform to resolve their problems. It is observed by the researcher that It is found that Management Institute run on non-grant basis. Staff members have to follow the instructions given by Management or Director of the Institute. His service is depending on how he has a relationship with Director. Therefore he never raises issues.
- 16) Most of the faculty members were denying that they have formal hierarchy for communication.
- 17) Most of the faculty members were denying that they have a feeling of pride about their Institute.

FULFILLMENT OF OBJECTIVES:

The objectives of the present study were as follows:

1) To study the factors influencing the Organizational culture.

The researcher carried out the survey using questionnaire, conducting interview, and observation. The responses received from the respondents of the study have helped the researcher to know the factors influencing organizational culture. (Ref. : Table 1) The responses also help the researcher to know the areas where organizations have to work for improving the culture.

CONCLUSION AND SUGGESTIONS:

Institutes have to work on following factors:

- **Conducive environment for growth**
- **Values and norms shared**
- **Favorable settings for execution of tasks**
- **Favorable settings for execution of tasks**

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