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Impact of Organizational Culture on Job Satisfaction: A Case of Software Industry Karachi

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Abstract:

The awareness for writing this part of research is to analyze the overall impact of organizational culture directly or indirectly on employee's job satisfaction. Therefore, a positive organizational culture can get a positive component among employees and organization needs to make sure that their employees are satisfied with their given job and the reward. To find the effect of organizational culture on employee performance within software houses working in Karachi. This is a survey based research study. Primary and data were used in this study. Primary data was gathered via questionnaire. Reward, pay, employee turnover, and flexible timing are considered variables for this study. Sample size is (n=200) therefore, descriptive analysis, correlation and regression analysis have been used. The complete results support that culture of organizations has the significant positive impact on employee's job satisfaction at selected software houses in Pakistan. Employee's participation is a most main factor for attaining organizational goals. This research fulfills an acknowledged require learning the impact of organizational culture on the employee's job satisfaction of the software industry in Karachi.

1. Introduction

Pakistan is the hub of businesses and there are lots of industries where a huge number of population are working in different sectors or industries. Software industries of Karachi region are selected because the resources and opportunities are limited to collect data. That's why I decided to select Karachi region. Many software industry are working in Karachi i.e. Shams Software Services, Royal Cyber, Creative Chaos, Systems Limited, Bridge Developers, Infinity Logics, Ajos Private Limited etc. these are working in Karachi. this study is trying to find how organizational culture are impacting on employees job satisfaction in numbers of industries and the limit of the research based on software industries. Software's are thriving and spread all over the world. Most popular world's software's are Microsoft, Oracle Corporation, HP, and Apple, etc. but now approximately in all countries, numerous private software industries focusing to acquire agreement of company to create software's at the essential description. That company's must have their personal culture that might be the impact on the efficiency of the employees in the organizations. The organization holds its employees, this will increase the communication among employees and increase their obligation and workforce support for organization. The Organizations stand for a collection of peoples they are uniting in conjunction for the objectives, so to get their organizational goal. Organizational Culture acts an important part in any organization. A real access could be project and established in the sphere of increasing organizational efficiency just later having determined and understood the present organizational culture of a specific people. The research workers have related a culture in the organization as well as various dissimilar organizational behaviors. They have too accepted the relationship among culture of organization & employee job performance, decision making, efficiency, Rules and Policy, Flexible Timing, Benefits and Reward. This atmosphere could be established by the culture of their organizations. Robust culture will create informal to talk willingly and take part in capably and efficiently in the judgment creation to discover their thoughts and abilities. The greatest ordinary features which make able the employees to be extra motivated, faithful and trusty in the direction of their task and efficiently take part in reaching the organization's completed entirely aim. Job satisfaction of employees take over the significant part in the title of core related to human resource management department. Job satisfaction is how an employee happy with their job. Job satisfaction is the internal feelings throughout the job and job satisfaction with pay, pension, working conditions, and working hours. Happiness on job is employee considered around their work and its dissimilar issues disturbing their job. The job satisfaction also influences the value of the services employees are given that. This research refer to the organization can acquire the good advantage if the organization builds and sustains a culture with strong level of contribution of employees. Performance and act have not been talking about yet in the software industry of Karachi in the literature of organizational behavior.

1.1. Objective of Study

The major objectives of this study are to evaluate the impact of organizational culture on job satisfaction in software industry with respect to basic HR practices.

- To examine the relationship among organizational culture variable and job satisfaction variables.
- To determine the nature of organizational culture impact on rewards and flexible timing.
- To assess the level of job satisfaction influence on promotion and pay by software industry.
- To analyze the job satisfaction techniques adopted by software industry.
- To find out the direct effect of organizational culture on job satisfaction.

1.2. Problem Statement

Pay Package and flexible timing is not the only cause which makes employee satisfy in the job in fact it is the whole organizational culture which makes employee satisfy and maintain them with organization. Many professionals began to debate that established an effective organizational culture is imperative for achievement. While identify the relation between organizational culture and job satisfaction is distant from positive and also identify how their culture affects their employees In recent software industry numerous employees faced various problems to acquire job satisfaction.

1.3. Significance of Study

This study objective to make a contribution to extant research on organizational culture and job satisfaction: the organizational culture can have a huge influence on your overall job satisfaction and possibly your long-term career path. Effective organizational culture improves employees' performance positively.

Employee satisfaction is a significant aspect as far as an organization is deliberate on. Employees are strength of each organization. Job satisfaction states to the people's feelings throughout the benefits they have obtained on the job. So it is obligation of the management to retain the employees to deliver more. It is said that satisfied employees are more creative. So all organization is giving high importance to retain their employees satisfied by offer several services which increases satisfaction and reduce dissatisfaction. In the last to suggest to practicing managers on how to improve organizational Cultural types that may have critical impact on employees' satisfaction. In software industry I want to know whether the employees are satisfied or not. So I had to address the problem in my study.

1.4. Scope of the Study

Scope of the study objectives to comprehend the organizational culture and job satisfaction in software industry which covers the various flexible timing, reward and, pay and promotion etc. The scope is to comprehend the organizational culture on job satisfaction. The information gathered based on the questionnaire prepared.

The backbone of the job satisfaction is respect for employees and job they perform. And easy profits for employee to discuss problems with superior management should be maintained and cautiously monitored. The study was done to know the organizational culture and job satisfaction are very important to every organization to achieve the goal. Employees are strength of every organization so the organization should consider a lot the employee should be motivated and satisfied. After this study organization management can discover best techniques to bring best culture, which reasons an employee's towards organizational culture and job satisfaction.

1.5. Limitation

The working of various variable in this research consists of employee turnover, reward, flexible timing, etc. and some other variable are not covered in this research are policy, promotion benefit etc. due to shortage of time and limited resources in this research work only these variables. The research focuses on data gather only from industry in Karachi. This study target only software industry.

2. Literature Review

The research analyzes the similarity between organizational culture and job satisfaction. And the focus on Greek banking institution. The most of employees promote a work in friendly environment and also create loyalty, faith; confidence and causal relation with subordinates are dominant. In Greek bank employees to understand the job of values, satisfying, and interesting in their work to highly motivate and honestly involved in work to achieve success. Organizational culture impact on employee performance and satisfaction with their job. (Dimitrios Belias, 2015)

(Pirzada Sami Ullah Sabri, 2011) The study focus on university teachers Lahore. Education standard in our developing country's than other developed country. In education sector that may be one important reason is lackness of existing organizational culture... The impact of these two forms of culture is positive and importance on job satisfaction of teachers of higher education institution. Responsibilities of manager and leader to make easier the teacher of their institution. This research used in regression analysis and also data were collected as a sample of 347 teachers and structure questioner.

(Thusyanthini Nadarasa, 2013) A researcher target on employee in insurance industry. The main purpose of this research paper illustrate the culture in point of supervisor, support communication, rules, policy and reward benefit. the material was collected through questioner and also using correlation and regression analysis. Such as rules, policy, reward benefit was not affected on job satisfaction of employees. Therefore culture has impact on employee perspective their satisfaction for the job. If the environment is easy and comfortable so the employee can perform their work.

(Bulent Aydin, 2009) As stated by the research on target market is metal industry in global market. The research is basically based on investigation of employee satisfaction in phase of organizational culture and spiritual leadership. Organizations are goal oriented, clear vision, responsibilities and assign roles in the organization. Employees are very loyal and productive while they are satisfied. The researcher shows the correlation with organizational culture and spiritual leadership in metal industry. Identify the result, he researcher

used regression analysis to find out the organizational culture obtain value than spiritual leadership then satisfying the employees. The conclusion of this research might be suitable for metal working firm. Therefore, globally play role organization in creating new strategic map and boost their effectiveness.

As you know the study focuses on faculty member of public sector universities of Pakistan. The reason of this research to analyze their organization culture impact on employee job satisfaction of university faculty in public sector of Pakistan. The researcher used to validity and reliability questionnaire to analyze the data collection. Two university are point out in this research paper five element of organization culture was discuss in this research i.e. innovation/ risk, outcome orientation, People oriented and team oriented. The outcome of this research should heterogeneous. In this future the researcher suggest that efficiency to the faculty member in public sectors universities in Pakistan necessary to be improved. (Syed Munir Ahmed Shah, 2011)

This study focus on Different Organizations of Lahore, Pakistan. The study examines that parallel among organization culture and job satisfaction (Shamaila Gull, 2012). The hypothesis was measure to perform is ANOVA, regression analysis, Pearson correlation. Analyzing the interrelation that four kinds of culture are clan, adhocracy, hierarchy, and market. In this study the culture encompasses the values, beliefs, attitudes, and behavior of an organization. Culture is how things get done in organization. The organization culture is characterized by particular components of democratic behavior while all member and employees of the organization are equally involved in decision making process. The working of an organization revolves around efficiency of its employees which means doing right things and effectiveness which stand for doing things in right manner.

(Etta Mamang Sangadji, 2013.) Conduct the research target on Muhammadiyah University throughout East Java. The outcome of research display that organization culture has effective impact on lecturers job satisfaction. Organization culture has effective influence on lecturer's performance. Organizational culture is a system of shared assumptions, values, and beliefs. The core values of organization culture are "Build open and honest relationships with communication." People need to be able to share their ideas and speak openly without fear of outcome. The research was organized in east Africa in specific on Muslim foreigner of Indo Pakistan bocok.

This research conduct of multinational companies control mostly below the telecommunication of Bangladesh in south Asia (Mohammad Jasim Uddin, 2013). The advanced and broad nature of that should profit to the organization studies direction of issues and main qualitative conception for organization culture. The major subject of his research is to analyze the impact of organizational culture on employee performance and productivity that topic of Bangladesh. Therefore satisfaction and effective behavior can be success about maintain their favorable organization environment. Like good communication.

The study was depending on initial data and this study was held on the employee working in various organizations by region of Multan, Punjab, Pakistan. Job satisfaction is a sentimental capability of employee regarding to effective and unfavorable element to consider its job experiences and dedicated employees that person who stay by the organization in difficult circumstances and bring to completion their organizational goal. Organizational culture and promise has powerful relationship, but organizations with unfavorable organizational culture of employee duty. Organizational culture has in-depth and extreme effect about employee performance (Salman Habib, 2014).

The objective is based on the study is to analyze the effect of organizational culture on job satisfaction and employees are loyal to chemical sector (Huma Abid Alvi, 2014). Therefore to make a better job satisfaction and the employee in their working environment. The end is construct is based on through the check in what ways the dissimilar factor of organizational culture. Impact employee job satisfaction and his /her loyal by organization. Innovation culture information in visible form does not impact on correlation by employee job satisfaction. And his or her loyal.

As stated by the procedure of research is explanatory and relationship. Culture is a brand of a group of people existing the similar place and maintains same attitude and behavior. For boosting of efficiency to get organization goal. All over the analysis of organization culture and its effect on human affiliation and work situation. When it will be present at, then will take extra increase corporate culture and job satisfaction. (Shaghayegh Kiani Mehr, 2012.)

(Jack Henry Syauta Eka Afnan Troena, 2012) The purpose of the research on Organizational culture can affect the performance when arbitrate at job satisfaction. Human resource is one of assets that analyze the organization achievement. Great employee relevant at the positive job satisfaction. Job satisfaction impact beneficial to the employee attainment. It means the important organizational culture unable to better the employee performance.

(Bahman Saeidipour, 2013) This study discloses there is a relation in the middle of organization culture and job satisfaction of employee. The outcome disclose the organization culture will have a real effect on the organization successful keys such like performance, trust, self-confidence and ethical behavior of employees and worker, labor.

To determine the impact of organizational culture on employee efficiency in the software houses working in Pakistan. This study is situated on survey research. Employee's involvement is a major part for gaining organization target. (Fakhar Shahzad, 2013). The outcome discloses the favorable correlation among organizational culture and employee job performance at software houses in Pakistan. Turnover rate of employee is also very large due to task adopt traits of software house industry.

(PATTAIK, 2011) This paper discloses that features of organization culture work motivation; patients to employee mistake and employee correlation are strong favorable forecaster of job

3. Methodology

The research is based to judgment the impact of organizational culture on job satisfaction at the software industry in Karachi. The questionnaire was also randomly spread to confirm the enough participation of every employee in study. Primary data were used to find the dissimilar factors and receiving desired result. Data was collected and set the data into SPSS.

3.1. Research Model

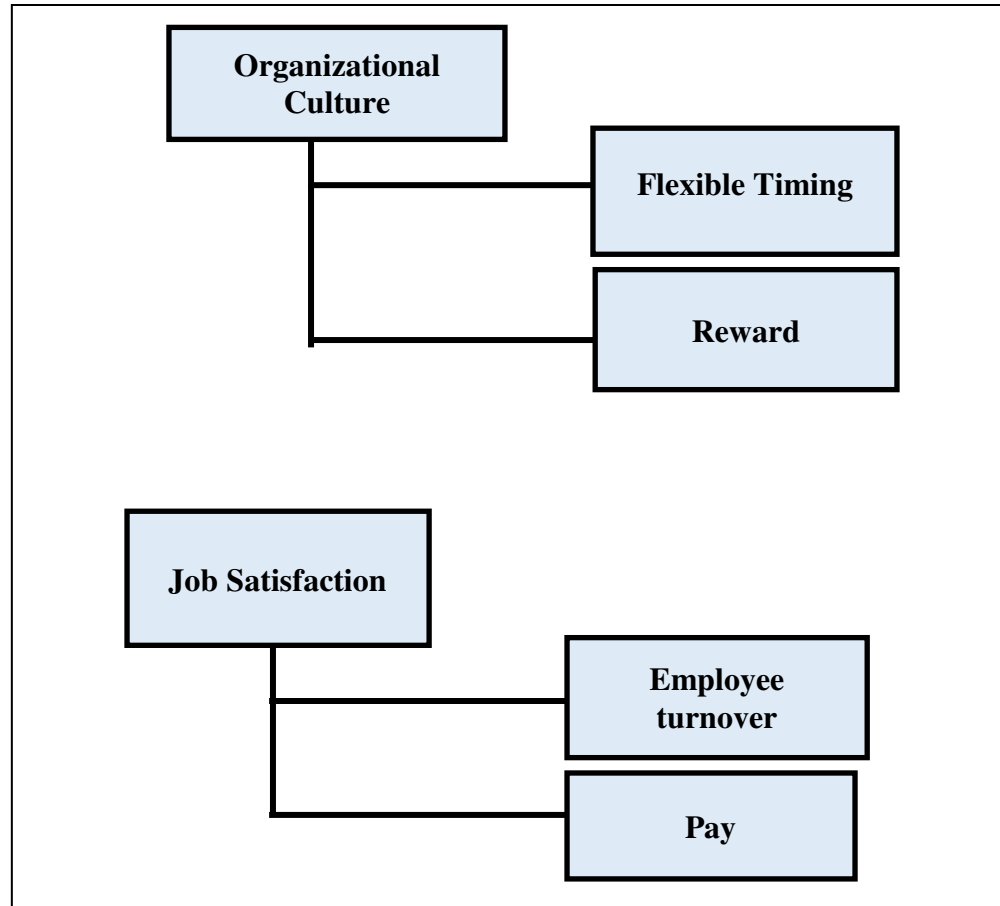


Figure 1

3.2. Hypothesis

- Ho1: Flexible timing does not have a significant impact on pay
- HA1: Flexible timing does have a significant impact on pay.
- Ho2: Flexible timing has no significant impact on employee turnover
- HA2: Flexible timing has a significant impact on employee turnover
- Ho3: There is no direct relationship among reward and pay.
- HA3: There is a direct relationship among reward and pay.
- Ho4: There is no direct link among reward and employee turnover
- HA4 There is a direct link among reward and employee turnover

3.3. Data Collection

Data type is Quantitative and all questions in the questionnaire are close ended as the main goal of the study is to examine whether the relationship among variables exist or not. We used questionnaire which contains of 20-Questions of 4 variables of impact of organizational culture on job satisfaction. We spread 150 manual questionnaires and 50 online questionnaire expected. Data was collected by questionnaire to look at the response of the respondent a small scale piloting. 1) Strongly agree 2) agree 3) neutral 4) disagree 5) strongly disagree.

3.4. Data Source

Data gathered for the research is Primary and collected for the first time through questionnaire and Primary data collected by questionnaire in software industry filled questionnaire.

4. Data Analysis

Descriptive Statistics							
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error
Organizational Culture is an important factor to success.	200	1. 00	3. 00	1. 4950	. 56708	. 604	. 172
Job Satisfaction of employee promotes their ability	200	1. 00	3. 00	1. 6150	. 57308	. 267	. 172
Flexible Working Hours motivate their employee.	200	1. 00	3. 00	1. 7100	. 69881	. 467	. 172
Job Satisfaction is the most important key factors.	200	1. 00	3. 00	1. 6550	. 59813	. 306	. 172
Policy And Rules give inequality for employee.	200	1. 00	5. 00	2. 0750	. 95600	. 895	. 172
Benefits and reward to push their employee.	200	1. 00	4. 00	1. 7450	. 70174	. 577	. 172
Organizational behavior decreases the turnover of employees.	200	1. 00	5. 00	1. 9600	. 77550	. 592	. 172
Pay is the key to influence of employees job performance	200	1. 00	5. 00	1. 8850	. 75140	. 695	. 172
organizational culture increase their capability of employee productivity	200	1. 00	5. 00	1. 8350	. 68566	. 885	. 172
Reward system provides growth opportunity of employees.	200	1. 00	4. 00	1. 7750	. 66073	. 386	. 172
Rules and Policy create ethical environment.	200	1. 00	5. 00	1. 7950	. 67472	. 668	. 172
Job satisfaction depends on flexible timing of employee.	200	1. 00	5. 00	1. 9000	. 82669	1. 051	. 172
organization provides pay according to the work and designation	200	1. 00	5. 00	1. 8100	. 81067	. 990	. 172
Reward is providing based on achievement of result.	200	1. 00	21. 00	1. 9850	1. 59924	8. 625	. 172
Organizational Culture promote employees.	200	1. 00	5. 00	1. 8450	. 75753	. 827	. 172
Organizations pay policy to retain high performing employees.	200	1. 00	5. 00	1. 7850	. 69367	. 863	. 172
organization offer reward based on performance	200	. 00	5. 00	1. 7250	. 66452	. 894	. 172
benefit packages you have to create equitable	200	. 00	4. 00	1. 8150	. 72346	. 537	. 172
Management has create comfortable work environment	200	. 00	12. 00	1. 9350	1. 01287	4. 997	. 172
Satisfied with reward and benefit provided by your organization.	200	1. 00	5. 00	1. 9250	. 78898	. 692	. 172
Valid N (list wise)	200						

Table 1

4.1. Correlation and Regression Analysis

- Ho1: Flexible timing does not have a significant impact on pay
- HA1: Flexible timing does have a significant impact on pay.

Correlations			
		Flexible Working Hours motivate their employee.	Pay is the key to influence of employees job performance
Flexible Working Hours motivate their employee.	Pearson Correlation	1	.070
	Sig. (2-tailed)		.324
	N	200	200
Pay is the key to influence of employees job performance	Pearson Correlation	.070	1
	Sig. (2-tailed)	.324	
	N	200	200

Table 2

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.756	.141		12.475	.000
	Flexible Working Hours motivate their employee.	.075	.076	.070	.990	.324

Table 3

4.1.1. Analysis #1

According to the result shows that the employees motivate their flexible working hours. The significance of the above correlation and regression testing is .324. It is (Ho1) null hypothesis fail to rejected because the actual significant level of is 0.05 and this significant level is greater than that level. Or less than 0.05 and it is proved that, there is no relationship between flexible timing and pay. Pay increase based on employee performance and achieve their goal.

- Ho2: Flexible timing has no significant impact on employee turnover
- HA2: Flexible timing has a significant impact on employee turnover

Correlations			
		Flexible Working Hours motivate their employee.	Organizational behavior decreases the turnover of employees.
Flexible Working Hours motivate their employee.	Pearson Correlation	1	.136
	Sig. (2-tailed)		.055
	N	200	200
Organizational behavior decreases the turnover of employees.	Pearson Correlation	.136	1
	Sig. (2-tailed)	.055	
	N	200	200

Table 4

coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.702	.144		11.794	.000
	Flexible Working Hours motivate their employee.	.151	.078	.136	1.933	.055

Table 5

4.1.2. Analysis #2

According to above result shows that the employees turnover decrease in the organization. The significant of the above correlation and regression testing is .055. It is null hypothesis is fail to rejected because the actual significant level of is 0.05 and this significant level is greater than 0.05 and it is proved that there is no relationship between Flexible timing and employee turnover. Because the employee do their work in freely environment, feel comfortable in their organization, and achieve their goal. flexible timing are very important to retain their employees in the organization. A flexible hour, both formal and informal, has been shown to have a strong impact on employee retention.

- Ho3: There is no direct relationship among reward and pay.
- HA3: There is a direct relationship among reward and pay.

Correlations			
		organization provides pay according to the work and designation	Reward system provides growth opportunity of employees.
organization provides pay according to the work and designation	Pearson Correlation	1	.126
	Sig. (2-tailed)		.075
	N	200	200
Reward system provides growth opportunity of employees.	Pearson Correlation	.126	1
	Sig. (2-tailed)	.075	
	N	200	200

Table 6

coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.535	.164		9.374	.000
	Reward system provides growth opportunity of employees.	.155	.086	.126	1.790	.075

Table 7

4.1.3. Analysis #3

According to above result shows that the pay is important factor to provide on their work and designation bases in the organization. The significance of the above correlation and regression testing is .075. It is null hypothesis fail to rejected because the actual significance level of is 0.05 and this significant level is greater than that level. Or less than 0.05 and it is proved that there is no relationship between reward and pay. Reward is providing to the employee because the employee are achieving their objectives and best performance to give organization. A well plan reward system is consistent with organizational goals, visions, and job satisfaction.

- Ho4: There is no direct link among reward and employee turnover
- HA4 There is a direct link among reward and employee turnover

Correlations			
		Reward is providing based on achievement of result.	Organizational behavior decreases the turnover of employees.
Spearman's rho	Reward is providing based on achievement of result.	Correlation Coefficient	1.000
		Sig. (2-tailed)	.000
		N	200
	Organizational behavior decreases the turnover of employees.	Correlation Coefficient	.347**
		Sig. (2-tailed)	.000
		N	200

Table 8

4.1.4. Analysis #4

coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.762	.086		20.513	.000
	Reward is providing based on achievement of result.	.100	.034	.206	2.965	.003

Table 9

According to above result shows that the reward provides on achievement in the organization. The significant of the above correlation and regression testing is .003. It is null hypothesis rejected because the actual significant level of is 0.05 and this significant level is less than that level. It is proved that there is no relationship between reward and employee turnover.

5. Conclusions

The key purpose of the study was to verify whether a relationship existed between organizational culture and job satisfaction. Every single employee working in the organization has its personal norms and values and different belief towards organization in their employee works. Organizational culture has a strong and deep impact on the performance of the employees, that advantage employees to be satisfied themselves with organization and that cause to improve in the productivity of employee's. In strong culture, employees are on the common path towards achieving organizational goals, it is very helpful to growth the performance of the employees. Organization Environment, employees need to admit that responsibility and take steps to build on their own satisfaction. Job satisfaction depends on several different factors such as satisfaction with pay, promotion opportunities, fringe benefits, job security and employees feel that their jobs are fun and fascinating; they will be additional willing to give more effort at work for the advantage of the whole organization.

The theory of job satisfaction consists of the feelings and attitudes one has about one's job. Job satisfaction is one of the most widely studied occupational phenomena worldwide. Further specially innovative organizational cultures seem to be the most positively correlated with personal achievement, suggesting that staff who identify their workplaces to be more energetic and entrepreneurial have a more sense of satisfaction in their roles. As the organizational culture influences positively or negatively on these three variables and measured as the base for performance of any organization. If suppose Organizational culture is positive, then job satisfaction to decrease employees' retention, automatically the performance will rise. It observed that in research High turnover rates may also directly affect the security of the institution as well as the safety of both staff and inmates. It is observed in this study that strong organizational culture is very helpful for the new employees to accept the organizational culture and to acquire the competitive advantage. It means that satisfied employee is trustier and faithful to its organization and therefore employee is not likely to switch job and work hard for the organization. Employee satisfaction is necessary to the success of any business. Satisfied employees will work harder for the company and plan to stay at the company, ultimately reducing that company's labor costs.

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