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## ORGANISATIONAL CULTURE AND JOB SATISFACTION: A STUDY OF FACULTY IN HIGHER EDUCATION

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### **Abstract**

The succession of attitudes and behaviors espoused by employees of a given organization that affect its function and overall well-being is referred to as organisational culture. It is vital for any organization's success and plays a critical part in shaping an organization's strategies. Employee opinions and attitudes toward the working environment and work experience are measured by job satisfaction. The purpose of the present study was to explore the faculty of the University of Delhi's attitude towards organisational culture, their job satisfaction levels, and the relationship between the components of culture and job satisfaction levels. Data in this study were collected from a total number of 100 faculty members of University of Delhi. It further examines demographics (gender, age, experience in present college and type of college) on job satisfaction levels and culture components. Data analysis indicated a moderate level of job satisfaction among the faculty of University of Delhi, which needs to be improved. There was a significant positive correlation between job satisfaction levels and the organisational culture components; therefore, improvement in culture is expected to lead to better job satisfaction levels.

**Keywords:** Organisational Culture, OCTAPACE, Job satisfaction, University of Delhi, Faculty's attitude.

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### **Introduction**

Higher education is on a brink of an evolution all around the world. Education sector has seen a substantial growth and transformation in the past few years. This transformation should bring a revolution in the organizational culture as well and may have an impact on the level of job satisfaction of the organization's employees too. Revamping the organizational culture is critical for an educational institution in these evolving times to sustain its market position in today's world. The organizational culture must be established in such a manner to ensure the organization's survival and continuous progress. The culture of a company is important for its growth since it influences employee dedication and retention (Hazelkorn, 2012; Masum et al., 2015; Sadeghi et al., 2013). A flexible organizational culture offers workers with a suitable working environment in which they may perform freely and independently without feeling encumbered. Employee commitment is essential for organizational performance; therefore, every company wants it. Employee performance is the foundation of every business, and understanding the organizational culture may help people perform better (Cerit, 2014; Liou et al., 2014). The university under study should also make changes in leadership, systems, procedures and processes, courses, number of students, service conditions, personnel quality, structure, etc., in order to create a new university culture while maintaining a work-oriented aspect.

On the other hand, employees' job satisfaction occupies an important place in the concerns of the human resource management department. It has two-fold significance, as it increases employees' performance level and helps in their retention. The attitudes of an individual towards various aspects of work situation are often termed as 'job satisfaction. Social scientists' attention towards job satisfaction problems dates back to the times when the occupation of individuals became a socially significant phenomenon.(Andreassi et al., 2014; Aycan et al., 2000; Raharjo et al., 2018)

The existing literature suggests that numerous factors influence employees' job satisfaction levels, and organizational culture is one such important element. The following section discusses the existing literature on linkages between organizational culture and job satisfaction.

## **Literature review**

### **Organisational culture and job satisfaction**

Organisational culture alludes to a progression of perspectives and practices embraced by employees of a specific association, which influence its capacity and absolute prosperity. Job satisfaction alludes to the representatives' view of their workplace, relations among associates, profit and advancement openings. A great amount of research has investigated the relationship between organisation culture and job satisfaction. Chang and Lee (2007) emphasized on the importance of organization's group-oriented culture in raising the employees' job satisfaction in their research conducted on business professionals of Taiwan. They found a positive relationship between the culture of the organisation and job satisfaction. The results indicated that a learning organization's operation is positively and significantly affected by leadership and organization culture. Further, the operation of learning organizations has a significantly positive effect on the job satisfaction of employees. Amos and Weathington (2008) reveals in their study at the University of Tennessee at Chattanooga, contended that the findings had supported the existence of a positive relationship between the congruence of employee and organisational values with employee attitudes toward the organization. However, they opined that further research is needed to understand this relationship as it has not been fully explored. Their study aimed to analyze value congruence across seven dimensions: job satisfaction, organisational commitment, satisfaction with the organization as a whole, and turnover intentions. The results suggested that the employees' perceived congruence of employee-organisational values is positively associated with job satisfaction, satisfaction with the organization as a whole, and employee commitment to the organization. The results also reported a negative relationship between value congruence and employee turnover intentions. Further, Mansor and Tayib (2010) had tax employees of the Royal Malaysian Customs Wilayah Persekutuan Kuala Lumpur (RMC-WPKL) as their respondents. Their investigation of organisational culture indicated hierarchical culture to be the dominant culture in the department. On the job satisfaction front, the employees revealed their dissatisfaction with the department's concern for its employees' welfare and the system used for recognizing and rewarding outstanding performance. The authors also reported significant correlations among organisational culture, employee job stress, and employee job satisfaction at RMC-WPKL. The study suggested that action must be taken to change the department's cultural orientation, reduce employees' stress, and improve their satisfaction levels. Also, Sabri et al. (2011) studied how organisational culture affects the job satisfaction level of teachers. The three hundred forty-seven respondents were from higher education institutes from the public and private sector and Lahore universities, the higher education hub of Pakistan. They propounded that teachers' level of job satisfaction can be improved by providing supportive organisational

culture, which will, in turn, improve the performance of teachers and may facilitate healthy, satisfied, and creative minds. They studied organisational culture components, i.e., organisational culture related to managers and leaders (OCM) and organisational culture related to employees (OCE). The study contents a positive and significant impact of both components of culture on levels of job satisfaction. Further, Zamini et al. (2011) researched the University of Tabriz to investigate the relationship between organisational culture and job burnout among professors and employees. Two hundred nine participants chosen through the stratified random sampling completed the Hofstede Organisational Culture Questionnaire and Maslach Burnout Inventory. The results indicated that there was a rational organisational culture at the University of Tabriz. A significant difference was found through the T-Test between the job burnout of professors and men and women employees. The findings also illustrated a significant relationship between organisational culture and job burnout among employees. Mehr et al. (2012) researched the physical education office staff of Mazandaran province. They did not find any significant relationship between organisational culture & job satisfaction. They recommended improvement in various organisational culture components such as coordinate change, achieving goals, coordinated teamwork, customer-oriented, and power of organisational culture, as it will lead to improved organisational culture and job satisfaction. Furthermore, Khalid et al. (2012), conducts a survey collected from one hundred eight faculty members in Punjab Province, Pakistan, investigated the relationship between various facets of job satisfaction among university academicians. The results indicated that there is a pay differential between private and public universities in Pakistan. Academicians in private sector universities were more satisfied with their pay, supervision, and promotional opportunities than the academicians of the public university. However, academicians in public sector universities were found more satisfied with co-worker's behavior and job security.

Further, Nayak and Nayak (2014) researched two hundred thirty-four teachers and found that HRM practices like supervision, employee relationship, remuneration, growth opportunities at work, and promotion significantly impact employee job satisfaction. Habib et al. (2014) conducted a questionnaire-based study wherein primary data was collected from the employees working in different organizations within the Multan region, Punjab, Pakistan. The data sample consisted of two hundred thirty-five employees from different organizations. The results indicated that the nature of an organization significantly affects job satisfaction and turnover intentions. The authors revealed that an organization's culture plays an integral part in influencing employees' commitment, job satisfaction levels, and retention. Belias and Koustelios (2014) conducted a study is to provide a critical review of the relationship between organisational culture and the levels of employees' job satisfaction experienced by employees. The researchers found that job satisfaction is related to employees' perceptions about the working environment, relations with colleagues, institution aims and strategies, and success criteria. The employees' preference for organisational culture is likely to be affected by demographic characteristics, especially gender. The authors propounded that an institution's organisational culture should be measured and analyzed in combination with its employees' demographic and individual characteristics as it may lead to valuable conclusions. Akhter et al. (2016) investigated HR practices' influence (compensation practices, employee performance evaluation practices, promotion practices, empowerment practices) in universities on job satisfaction. The analysis depicted that supervision and compensation significantly impact job satisfaction than co-workers and intent to leave. Co-worker and intent to leave showed no significant relationship with job satisfaction.

Qazi and Jeet (2017) further conducted a study on India's higher educational institutions from the public and the private sector. Based on responses from five hundred twenty-six faculty

members, they reported a moderate level of job satisfaction among them. They also reported that faculty members of private educational institutions were more satisfied than their government higher educational institutes.

The evidence gathered from prior research, as discussed above, throws light on various aspects of organisational culture and job satisfaction that eminent researchers in various sectors have undertaken. Based on existing literature, the objectives for the present paper have been identified.

### **Objectives and Hypothesis**

This research paper is an effort to investigate the following objectives:

1. To examine the University of Delhi's faculty attitude towards organisational culture and their job satisfaction levels.
2. To examine the impact of demographics (Gender, Age, Experience in present college, Type of College) on job satisfaction levels and organisational culture components.
3. To study the relationship between components of organisational culture and job satisfaction.

Based on the laid down objectives, the following hypotheses have been tested:

**H01:** The respondents' perception of organisational culture components and job satisfaction levels does not differ based on their gender.

**H02:** The respondents' perception of organisational culture components and job satisfaction levels does not differ based on age.

**H03:** The respondents' perception of organisational culture components and job satisfaction levels does not differ based on their college experience.

**H04:** The respondents' perception of organisational culture components and job satisfaction levels does not differ based on their college type.

**H05:** There is no significant correlation between job satisfaction levels and various components of organisational culture.

### **Statistical Analysis**

It is exploratory research based on primary data. The formulated hypotheses have been empirically tested using the primary data collected from the University of Delhi faculty members through a structured questionnaire. The researchers have also collected information from journals and articles. The questionnaire was formulated covering the aspects of job satisfaction and organisational culture.

**Job Satisfaction-** The faculty's job satisfaction has been measured for five job-related aspects with a single statement for each aspect. The aspects included are work relationships with colleagues, the support provided by the head of the institute, salary and pay structure; advancement opportunities and recognition; and the organization's basic infrastructure. Each statement was rated on a five-point Likert scale ranging from 'Highly Dissatisfied' to 'Highly Satisfied,' with a weighted score of 1 to 5.

**Organisational Culture-** The OCTAPACE instrument developed by Pareek and Rao (1983) was used for the study. It measures eight components of organisational culture through 40 items. The statements are measured on a four-point scale ranging from 'Very Low' to 'Very High,' with a weighted score of 1 to 4. Some of the statements were reverse coded, as suggested by Pareek and Rao (1983). For each component, an individual respondent's score varies from 5 to 20. The reliability and validity of all scales are within acceptable norms.

The required constructs were computed by taking the mean score of various statements about the relevant construct. The constructs include the eight components which characterize the OCTAPACE culture and job satisfaction levels. They have been defined in Table 1.

Table 1: Constructs used for the study

<b>Constructs</b>	<b>Meaning</b>
Openness and Risk-taking (ORT)	Employees have the freedom to express their ideas, and the organization is willing to take risks by adopting new ideas and new ways of doing things.
Confrontation (CONF)	Employees are ready to face the problems and solve them in collaboration with others concerned about finding the solution.
Trust (TR)	The employees, groups, and departments have faith in each other. The people can be trusted that their words and deeds would be the same.
Authenticity (AT)	It is the value that underlies trust. It is the willingness to accept the true feelings of oneself as well as others.
Pro-action (PA)	Employees are action-oriented. They anticipate the upcoming issues and take the initiative to solve them proactively.
Autonomy (AY)	It is the freedom experienced by the employees to act independently within the defined role or job boundaries.
Collaboration (CO)	It is the togetherness of employees in working towards common goals by using each other's strength. The concerns are shared; strategies are prepared and executed as a team.
Experimentation (EX)	It refers to the importance of innovative ideas and new ways of solving the problems faced by an organization.
Job Satisfaction (JS)	It is the attitude of individuals towards specific job-related aspects. It includes work relations with colleagues, the head of the institute; salary and pay structure; advancement opportunities and recognition, and the organization's basic infrastructure for this research.

Source: Compiled by the researcher based on literature review

### **Sample**

The sample was drawn from the faculty members of the University of Delhi. For data collection, the stratified non-random sampling method was adopted. Around 500 faculty members with at least two years of experience in their present college were contacted to fill up the questionnaire, out of which 100 questionnaires were finally included in the survey.

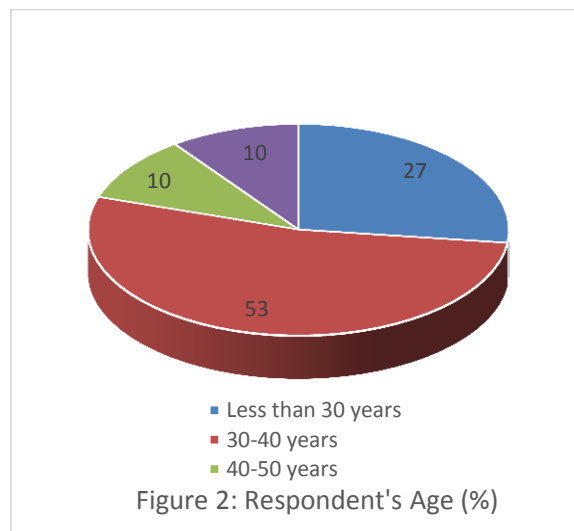
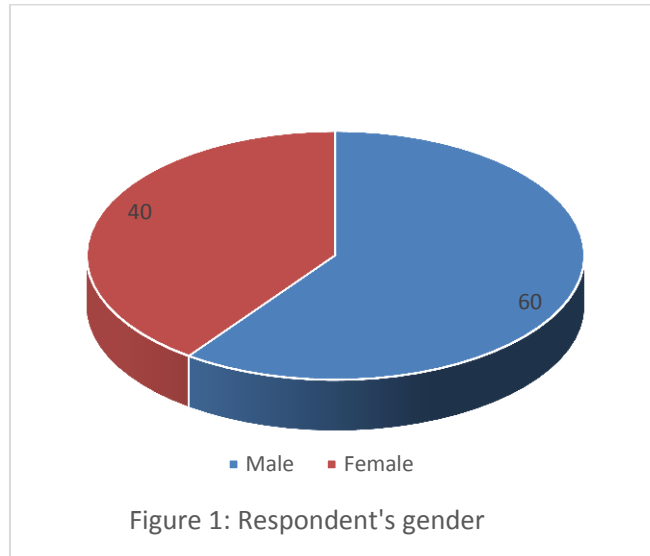
### **Procedure**

The colleges of the University of Delhi are bifurcated into four categories based on ownership- University maintained colleges (8), colleges fully maintained by Delhi Government (8), colleges partially maintained by Delhi Government (16), and Private Trust colleges (19). The study excludes the medical and engineering colleges of the University of Delhi. The final sample represents the categories as mentioned above of colleges in approximately the same proportion. The data was collected from the faculty through the questionnaire.

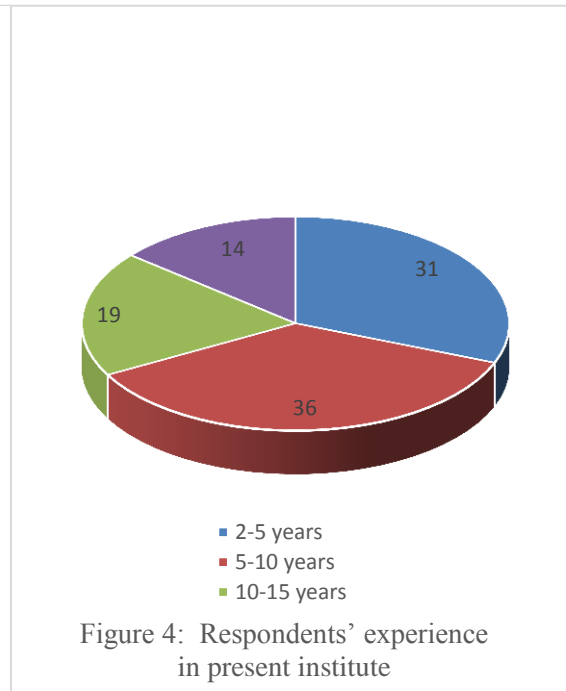
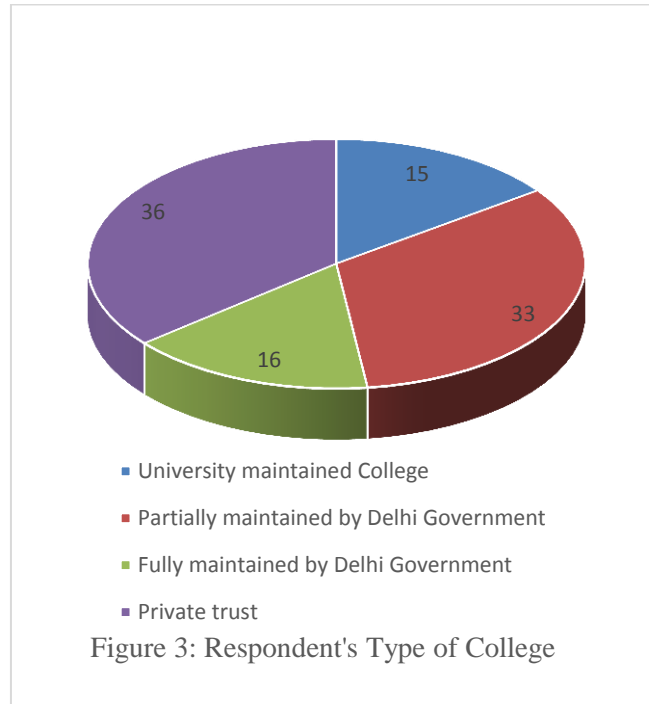
### **Results**

#### **Demographic Characteristics**

The data collected through the questionnaire has been analyzed in this section. The demographics of the respondents have been depicted in Figure 1 to Figure 4.







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Table 2 shows the mean and standard deviation values of the OCTAPACE culture and Job satisfaction. The results depict a moderate OCTAPACE culture and job satisfaction amongst the University of Delhi faculty members.

Table 2: Descriptive statistics of the constructs

Component	Mean	Standard Deviation	Range
OR	13.25	2.794	5-20
CONF	13.27	2.632	
TR	13.17	2.270	
AT	11.94	2.103	

PA	13.56	2.935	
AU	12.29	1.961	
CO	13.37	2.330	
EX	12.68	2.416	
JS	17.63	4.545	

Source: Research output

Further, the first four hypotheses have been tested to find if the respondents' perception of OCTAPACE culture and Job Satisfaction are statistically significantly different based on their demographic profile. The results are summarized in Table 3.

Table 3: Respondents' Perception about OCTAPACE Culture and Job Satisfaction

Basis & Test Applied	Variables	Result	Further Analysis
Gender (T-test)	OR	Reject Ho ( <b>p=0.005</b> )	Male (2.78 ± 0.493) Female (2.45 ± 0.597)
	CONF	Reject Ho ( <b>p=0.006</b> )	Male (2.78 ± 0.460) Female (2.47 ± 0.570)
	TR	Fail to reject Ho (p=0.159)	NA
	AT	Reject Ho ( <b>p=0.001</b> )	Male (2.50 ± 0.367) Female (2.22 ± 0.443)
	PA	Reject Ho ( <b>p=0.016</b> )	Male (2.83 ± 0.514) Female (2.54 ± 0.650)
	AU	Fail to reject Ho (p=0.385)	NA
	CO	Reject Ho ( <b>p=0.000</b> )	Male (2.81 ± 0.371) Female (2.46 ± 0.517)
	EX	Reject Ho ( <b>p=0.001</b> )	Male (2.67 ± 0.406) Female (2.34 ± 0.526)
	JS	Reject Ho ( <b>p=0.045</b> )	Male (3.89 ± 0.738) Female (3.49 ± 1.083)
Age (ANOVA)	OR	Fail to reject Ho (p=0.293)	NA
	CONF	Fail to reject Ho (p=0.171)	
	TR	Fail to reject Ho (p=0.840)	
	AT	Fail to reject Ho (p=0.889)	
	PA	Fail to reject Ho (p=0.116)	
	AU	Fail to reject Ho (p=0.410)	
	CO	Fail to reject Ho (p=0.491)	
	EX	Fail to reject Ho (p=0.431)	
	JS	Fail to reject Ho (p=0.188)	
Experience in the present institute (ANOVA)	OR	Fail to reject Ho (p=0.138)	NA
	CONF	Fail to reject Ho (p=0.096)	NA
	TR	Reject Ho ( <b>p=0.014</b> )	2-5 years (2.75 ± 0.374) 5-10years (2.45 ± 0.502) 10-15years (2.79 ± 0.439)
	AT	Fail to reject Ho (p=0.243)	NA



	PA	Reject Ho ( <b>p=0.012</b> )	2-5 years (2.91 ± 0.510) More than 15 (2.39 ± 0.557)
	AU	Fail to reject Ho (p=0.104)	NA
	CO	Reject Ho ( <b>p=0.012</b> )	2-5years (2.80 ± 0.467) 5-10years (2.51 ± 0.511) 10-15years (2.86 ± 0.305)
	EX	Reject Ho ( <b>p=0.013</b> )	5-10 years (2.39 ± 0.519) 10-15 years (2.82 ± 0.410)
	JS	Reject Ho ( <b>p=0.012</b> )	5-10 years (3.41 ± 0.919) 10-15 years (4.05 ± 0.762)
Type of college (ANOVA)	OR	Fail to reject Ho (p=0.281)	NA
	CONF	Fail to reject Ho (p=0.940)	
	TR	Fail to reject Ho (p=0.950)	
	AT	Fail to reject Ho (p=0.472)	
	PA	Fail to reject Ho (p=0.845)	
	AU	Fail to reject Ho (p=0.704)	
	CO	Fail to reject Ho (p=0.299)	
	EX	Fail to reject Ho (p=0.874)	
	JS	Fail to reject Ho (p=0.569)	

Source: Research output

1. The results reveal no statistically significant difference in respondents' perception of OCTAPACE components and job satisfaction levels based on their age and type of college. Thus, no further analysis was taken up for these demographic variables.
2. A statistically significant difference was found in OCTAPACE components' perception, except trust and autonomy between male and female respondents. The male respondents perceive that higher value is given in their college to openness& risk-taking, confrontation, authenticity, pro-action, collaboration, and experimentation compared to their female counterparts.
3. The results also depict higher levels of job satisfaction of the male respondents as compared to female respondents.
4. The ANOVA test results show a statistically significant difference in perception of respondents for four OCTAPACE components (trust, pro-action, collaboration, and experimentation) and job satisfaction levels based on their experience in the present institute.
5. Tukey's post-hoc test was applied to seek the categories depicting significant differences. The relevant categories have been listed in the 4<sup>th</sup> column of Table 3.
6. It was observed that the respondents having 10-15 years of experience depicted higher mean value in case of trust, collaboration, and experimentation as compared to respondents having 2-5 or 5-10 years of experience. Trust depicts employees' faith in each other, and collaboration is the working environment's togetherness. Both the ethos can be experienced only after spending a reasonable time in an organization, and thus, the faculty members who have been associated with the college for a long time experience a higher level of trust and collaborative environment.
7. Further, respondents having 2-5 years of experience depicted the highest mean value for the pro-active culture in their college, and it is statistically significantly different from the respondents having more than 15 years of experience. It shows that the younger faculty members who have initiated their journey with college perceive their work environment to be more pro-active in dealing with problems as compared to their experienced counterparts,

which may be due to the changing scenario in the colleges over some time due to the growing competition in the outside world.

8. It was further observed that job satisfaction level increases with experience. Respondents having 10-15 years of experience depicted the highest mean value of 4.05, followed closely by having more than 15 years of experience with a mean value of 3.89.

Pearson's correlation was computed to test the following hypothesis that there is no significant correlation between job satisfaction levels and various components of OCTAPACE. The results are shown in Table 4.

Table 4: Correlation of Job satisfaction and OCTAPACE components

Components		OR	CNF	TR	AT	PA	AU	CO	EX
JS	Pearson Correlation	.564**	.461**	.532**	.460**	.543**	.118	.412**	.444**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.244	.000	.000
	N	100	100	100	100	100	100	100	100

\*\* Correlation is significant at the 0.01 level (2-tailed)

Source: Research output

The results indicate that job satisfaction level is positively correlated with all dimensions of organisational culture. Further, this correlation was found to be statistically significant at the 0.01 level, except for autonomy. Thus, we reject the null hypothesis  $H_05$ . It implies that with an improved perceived organisational culture, the employees' job satisfaction will also improve.

### Conclusions and Recommendations

Based on the result analysis, it can be concluded that the faculty members of the University of Delhi are experiencing a moderate level of organisational culture and job satisfaction. Male faculty members depict a better experience of openness & risk-taking, confrontation, authenticity, pro-action, collaboration, and experimentation compared to female faculty. Also, the faculty members who have spent more years in a college are experiencing a higher level of organisational culture and job satisfaction. However, new entrants to the college experienced a higher level of the pro-active environment than their counterparts. As per the available literature, job satisfaction is impacted by various internal and external factors, but organisational culture acts as a facilitator in achieving higher job satisfaction levels. The same results have been observed in the present study as a significant positive correlation was observed between components of culture and job satisfaction levels. Based on the discussed results, the following are the recommendations of the study:

1. As all the respondents depicted experiencing moderate OCTAPACE components, the university needs to improve all the components by providing a more transparent, collegial, autonomous, pro-active environment to its faculty wherein they feel free to interact and experiment in order to deliver better results.
2. The faculty at the University of Delhi depicted only a moderate job satisfaction level, which needs to be improved. As a positive correlation has been found between job satisfaction levels and the organisational culture components, improvement in culture is expected to lead to better job satisfaction levels.

### Future Scope of Research

Education builds the basis for future generations, it is critical to investigate the degree of work satisfaction among faculty personnel, who constitute the education sector's backbone. The factors examined in this study must be compared to those found in B-schools. Furthermore, the degree of work satisfaction at Central and State Universities may be examined in order to develop better policies. In addition, the study might be performed once the National Education Policy is implemented to see how it affects faculty members' job satisfaction in higher education.

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