

## ORGANIZATION CULTURE IMPACTS JOB SATISFACTION ON THE BASIS OF EDGAR SCHIEN'S MODEL

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### Abstract

Organizational culture and job satisfaction are the very critical factor for any organization or any firm as such. Organisational Culture is based on cognitive systems which help to explain how employees think about and make decision. Organisational culture tends to benefit the organisation to facilitate employee job satisfaction. The organization culture which has impact on job satisfaction. The job satisfaction of employees occupies the important place in the list of main concerns of human resource management department. To balance job satisfaction among the employees of the concern the organization factor place a very important role. This study was conducted in Nestle India Ltd., Nanjangud, Mysore by following Edgar Schein Model based on descriptive in nature. The study was conducted with a sample size of 70 who are white collar employees have been taken to conduct study as the purpose of the present research was to explore the impact of organizational culture on the job satisfaction, employees' commitment and the retention of the employees in the organization. So the findings of research proved that organizational culture is important element which highly influences job satisfaction. This study is to find Impact of organization culture on Job satisfaction of employees. Investigates on how the impact of organisational culture on employee job satisfaction can be a source of competitive advantage.

**Key words:** Organization culture, Job Satisfaction, People, Leadership, Environment, Clients/Customer, and Human Approach

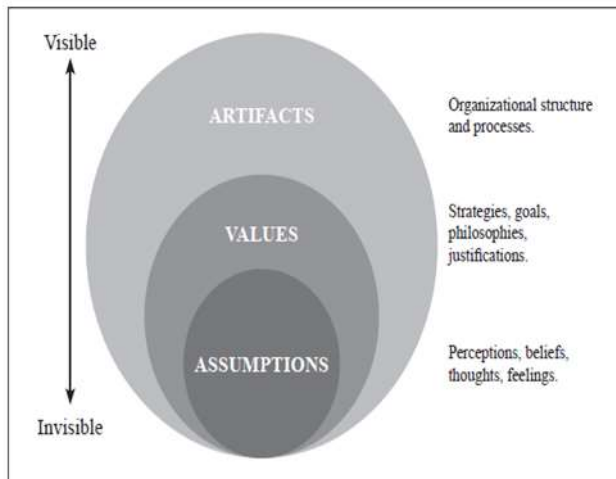
### 1. INTRODUCTION

Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Job satisfaction indicates an employee's complete evaluation of their job specifically their emotions, actions, personality and attitudes about their experience towards the job. The psychology of employees plays a vital role in significant job outcomes involving attitudes, absenteeism, employee attrition, work performance.

### 1.1 Edgar Schien's Model

Edgar Schein proposed a model of organizational culture where the basic assumptions shape values and the values shape practices and behavior, which is the visible part of culture. Organizations do not adopt a culture in a single day and in fact learn from past experiences and start practicing it every day thus forming the culture of the work place.

Fig: 1 Edgar Schien's Model



From Fig 1 Schein believed that there are three levels in an organization culture.

**1.1a. Artifacts:** Artifacts are visible, but that does not mean that they can be understood easily and by everyone alike. In fact, artifacts can be confusing for an observer who is tempted to use readily available labels and stereotypes upon noticing them. Thus, the shapers of culture as well as student should avoid going too much into detail of an artifact, as well as over generalizing and labelling.

**1.1. B. Values:** The values seldom lead directly to basic assumptions even after the values have been articulated, listed and arranged according to their priority. The observer may only find that the values do not form a pattern, or that they are contradictory, or incongruent with observed behaviour.

**1.1.c. Basic Assumption:** An assumption is a kind of belief that is taken for granted as a fact and so it is never challenged. A pattern of basic assumptions evolve among the members of a social group and makes the core of the culture in any organization. When the basic assumptions are understood, the apparently isolated and confusing artifacts and values become coherent.

## 2. LITERATURE REVIEW

1. Marshall Sashkin, William E. Rosenbach, (2019): Dr. Edgar Schein, one of the best regarded counsellor and corporate leadership practitioners in the United States, said that developing positive workplace environments may well be the only real problem that leaders do.
2. Mohammad Rabiul Basher Rubel, Nadia NewazRimi (2018): It shows that the company is dedicated to the management of human capital and allows workers to place as many attention on corporate goals as they can.
3. MaartjePaais, Kristen Indonesia Universities Maluku (2018): This research was undertaken to explore the impact of work tension in bank Maluku, Ambon Province, on organization, and on job satisfaction.
4. SayeeduzzafarQazi, TejbirKaur (2017): The research aimed at exploring the prevalent corporate culture in the universities 'schools, public and private universities, at recognizing the connection between organizational culture and job satisfaction, and at finding approaches to enhancing corporate culture and job satisfaction.
5. Amin Nikpour (2017): Illustrates how a business operates in a continuously evolving environment and that such changes are very challenging to foresee.

6. Pooja Sharma (2017): Organizational cultural principles such as honesty, development potential and corporate recognition have a positive effect on employment satisfaction, while corporate traits such as aggressiveness have a negative impact on employment satisfaction.
7. NandiniMilindDeshpande (2015): Displays that employee satisfaction shows a full evaluation of the job, particularly the employees 'feelings, behaviors, personalities and attitudes about their work experience.
8. WendrilaBiswas (2015): The paper reflects on the relation between business culture and employee satisfaction rates and how it impacts organizational success overall.
9. Elvis Asiedu (2015): This research explores the possible comparative benefit of the effect of corporate culture on employee satisfaction. The research extracts quantitative knowledge from workers of a chosen banking business in Oxford, a town in the UK utilizing a case—analysis approach.
10. Salman Habib, SairaAslam, AmjadHussain, SanaYasmeen, Muhammad Ibrahim (2014): The stated dedication to stamina ensures that employees don't quit the business and don't react to deceit and make sure they remain with the business for longer periods.

### **3. RESEARCH METHODOLOGY**

#### **3.1Statement of the Problem**

The concept of building on three stages, simple expectation, meaning and objects is based on organizational culture, namely, something left behind. A digression of essential theories is a human interaction with nature, plants, animals and other humans in their climate. The fundamental theory may be a religion, a faith which the eye can not perceive yet remains. Worth has an emotional relation to acts or behaviour. Therefore any improvement or social consensus will quantify interest. Although the item is noticeable, it is impossible to recreate. This can be in electronics, sculpture or anything can be seen. Analyzing how the atmosphere of an organisation influences worker satisfaction and its attitudes against a company's community.

#### **3.2Need for the study**

This study will help us to know about the culture of organization and different dimensions of organization culture and also it will also help us to know the impact of organization culture on Job Satisfaction. To study this model has been used which also help to know the organization culture with three major factors which used to understand the organization culture. Analysis done on the basis of the employee's opinions and response from questionnaire. And some of the barriers of organization culture to job satisfaction and factor influencing organization culture.

#### **3.3 Objectives of the study:**

1. To study the existing culture and its usefulness
2. To analyse impact of organization culture on job satisfaction
3. To study and understand various factors affecting organization culture
4. To determine how effectively organization performs on the basis of Edgar Schein's Model.
5. To understand various barriers for organization culture impacting on job satisfaction.

### 3.4 Research Methodology:

|  |  |
|--|--|
| <b>Research Design</b>                       | Descriptive study  |
| <b>Sampling Technique</b>                    | Non Probability Sampling   |
| <b>Sampling Method</b>                       | Convenience Sampling   |
| <b>Sample Size</b>                           | 70   |
| <b>Sampling Unit</b>                         | Employees of Nestle India Ltd., Nanjangud  |
| <b>Sampling Instrument</b>                   | Structured Questionnaire   |
| <b>Methods of data collection</b>            | Quantitative data is collected from primary and secondary methods.   |
| <b>Data analysis – Tools and techniques:</b> | Microsoft excel, descriptive statistics, 5-point Likert scaling technique, data analysis is done on basis of mean and standard deviation |

### 3.5 Limitations of the study:

- Findings cannot be generalized as the sample size low.
- As a result of restriction in depth survey was not possible.
- Certain information pertaining to confidential issues were not revealed.
- The study covered a vast concept hence wide collection and coverage of information was not easily possible.
- Experience and knowledge of researcher is one more constraint.

## 4. Data Analysis

### Demographic Profile

|                                |  |
|--------------------------------|--|
| <b>Respondents</b>             | <b>70</b>  |
| <b>Gender</b>                  | Male-46<br>Female -24  |
| <b>Experience</b>              | 0-5 years-10,<br>5-10 years-33,<br>10-15 years-17,<br>15 years and above- 10 |
| <b>Education Qualification</b> | Under Graduate-0,<br>Graduate-42, Post Graduate -28                          |

**4.1 Statements based on level of agreement with respect to existing culture and its usefulness.** (pl tick the following, Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1)

Researcher found that organization culture is an environment which is having major impact on employees. This organization culture is having different dimensions with similar view to create friendly environment.

| Sl No | Variables   | SA | A  | N | D | SD | Mean | SD   |
|-------|---|----|----|---|---|----|------|------|
| 1     | Employees from different part of the organization share a common perspective. | 47 | 19 | 4 | 0 | 0  | 4.61 | 0.60 |
| 2     | Everyone in organization knows and  | 36 | 31 | 3 | 0 | 0  | 4.47 | 0.58 |

|    |   |    |    |    |   |   |      |      |
|----|---|----|----|----|---|---|------|------|
|    | understand our business objectives and priorities   |    |    |    |   |   |      |      |
| 3  | In our organisation people are proud of belonging to this organisation  | 39 | 25 | 6  | 0 | 0 | 4.47 | 0.65 |
| 4  | In our organisation people are rewarded in proportion to the excellence of their job performance.   | 35 | 30 | 5  | 0 | 0 | 4.43 | 0.63 |
| 5  | Our business has been built-up by taking calculated risks at the right time.  | 34 | 30 | 6  | 0 | 0 | 4.40 | 0.65 |
| 6  | The Policies and the organisation structure in our organisation have been clearly defined.  | 33 | 22 | 15 | 0 | 0 | 4.26 | 0.79 |
| 7  | There is ethical code that guides employee's behavior and tells right from wrong.   | 31 | 22 | 16 | 1 | 0 | 4.19 | 0.84 |
| 8  | A friendly atmosphere prevails among the people in our organisation   | 34 | 24 | 9  | 0 | 0 | 4.19 | 0.70 |
| 9  | It is easy to coordinate project across different parts of the organization.  | 27 | 25 | 18 | 0 | 0 | 4.13 | 0.80 |
| 10 | In our organisation our management resents your checking everything with them; i.e. if you think you've got the right approach you just go ahead. | 24 | 25 | 21 | 0 | 0 | 4.04 | 0.81 |

We are able to observe from Table 4 above that individuals from various parts of the organisation have the same view ( $4.61 \pm 0.60$ ), each individual recognizes and acknowledges what our organizational values and objectives are and our organisation ( $4.47 \pm 0.58$ ). In our corporation our workers feel confident of their own involvement in this organization ( $4.47 \pm 0.65$ ). ( $4.19 \pm 0.84$ ) The citizens in our company appreciate a comfortable environment. In the company, our administration becomes hesitant to do anything for you; i.e. whether you believe you have the appropriate strategy, you can move ahead. ( $4.04 \pm 0.81$ ). ( $4.19 \pm 0.80$ ) It's simple to organize the whole project through various sections in the organizational framework.

Employees from different part of the organization share a common perspective, first 3 dimensions of the organization culture (*Everyone in organization knows and understand our business objectives and priorities, in our organisation people are proud of belonging to this organisation*) are having more priorities as per the respondents from the primary data. Rest others are followed by these 3 dimensions.

**4.2 Please tick for every statement based on the level of agreement with respect to analyse impact of organization culture on job satisfaction.** .(pl tick the following, Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1)

Researcher found that the job satisfaction of an employee is having very vital role in the organization culture. Job satisfaction is employee's satisfaction level with some other attributes.

| Variables   | SA | A  | N  | D | SD | Mean | SD   |
|---|----|----|----|---|----|------|------|
| 1. Employee gets recognition in timely, meaningful way.                           | 40 | 24 | 6  | 0 | 0  | 4.49 | 0.65 |
| 2 My job allows me to maintain healthy balance between my work and personal life. | 34 | 27 | 9  | 0 | 0  | 4.36 | 0.70 |
| 3. Sufficient freedom and authority for performed task.                           | 29 | 34 | 7  | 0 | 0  | 4.31 | 0.65 |
| 4. My working condition and environment support me to do my job effectively.      | 34 | 19 | 16 | 1 | 0  | 4.23 | 0.85 |

From the above analysis Employee gets recognition in timely, meaningful way ( $4.49\pm 0.65$ ). My job allows me to maintain healthy balance between my work and personal life ( $4.36\pm 0.70$ ). Sufficient freedom and authority for performed task ( $4.31\pm 0.65$ ). My working condition and environment support me to do my job effectively ( $4.23\pm 0.85$ ). Employee gets recognition in timely, meaningful way. My job allows me to maintain healthy balance between my work and personal life, are the 2 major attribute of job satisfaction having more priorities as per the respondents from the primary data. Rest others are followed by other 2 attributes of Job Satisfaction

**4.3 How to create an organization culture which as positive impact on employee job satisfaction.** (pl tick the following, Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1)

Researcher has found that organization culture has some factors which impacts employees' job satisfaction.

| Sl No | Variables                | SA | A  | N  | D | SD | Mean | SD   |
|-------|--------------------------|----|----|----|---|----|------|------|
| a)    | Openness and Risk Taking | 44 | 21 | 5  | 0 | 0  | 4.56 | 0.63 |
| b)    | Authenticity             | 40 | 25 | 4  | 0 | 0  | 4.46 | 0.61 |
| c)    | Collaboration            | 30 | 36 | 4  | 0 | 0  | 4.37 | 0.59 |
| d)    | Autonomy                 | 32 | 32 | 5  | 1 | 0  | 4.36 | 0.68 |
| e)    | Confrontation            | 24 | 43 | 3  | 0 | 0  | 4.30 | 0.55 |
| f)    | Trust                    | 40 | 12 | 17 | 1 | 0  | 4.30 | 0.89 |
| g)    | Pro Action               | 14 | 36 | 20 | 0 | 0  | 3.91 | 0.70 |

From the above analysis Openness and Risk Taking ( $4.56\pm 0.63$ ), Authenticity ( $4.46\pm 0.61$ ), Collaboration ( $4.37\pm 0.59$ ), Autonomy ( $4.36\pm 0.68$ ), Confrontation ( $4.30\pm 0.55$ ), Trust ( $4.30\pm 0.89$ ), Pro Action ( $3.91\pm 0.70$ ). First three Openness and Risk Taking, Authenticity, Collaboration are having high mean and standard deviation, by this I can conclude that certain other variables of organization culture followed by these three major variables of risk taking, by keeping in first three major variables.

**4.4 Strong Organization Culture has positive impact on employee's performance.** (pl tick the following, Strongly Agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1)

Researcher found that employees of the organization have positive impact on the organization culture of performance of employees the organization.

| Sl No | Variables                                 | SA | A  | N  | D | SD | Mean | SD   |
|-------|---|----|----|----|---|----|------|------|
| a)    | Believe in Outcome and People Orientation | 30 | 39 | 1  | 0 | 0  | 4.41 | 0.52 |
| b)    | Attention to Detail                       | 33 | 30 | 7  | 0 | 0  | 4.37 | 0.66 |
| c)    | Innovation and Risk Taking                | 35 | 16 | 17 | 2 | 0  | 4.20 | 0.91 |
| d)    | Stability                                 | 23 | 28 | 16 | 3 | 0  | 4.01 | 0.86 |
| e)    | Aggressiveness                            | 27 | 19 | 21 | 3 | 0  | 4.00 | 0.93 |

|   |        |    |   |   |   |    |      |    |
|---|--------|----|---|---|---|----|------|----|
| 1 | People | SA | A | N | D | SD | Mean | SD |
|---|--------|----|---|---|---|----|------|----|

From the above analysis, Believe in Outcome and People Orientation ( $4.41 \pm 0.52$ ), Attention to Detail ( $4.37 \pm 0.66$ ), Innovation and Risk Taking ( $4.20 \pm 0.91$ ), Stability ( $4.01 \pm 0.86$ ), Aggressiveness ( $4.00 \pm 0.93$ ). Believe in Outcome and People Orientation, Attention to Detail are the first two variables of organization culture which have positive impact on employees with compared other. Followed by Innovation and Risk Taking, Stability, Aggressiveness.

#### 4.5 Factors affects organization culture. Pls tick rank accordingly

Organization culture has certain factor which impacts the organization, in the nutshell Researcher has found 10 factors which affects organization culture.

| Sl No | Factors                         | Rank 1 | Rank 2 | Rank 3 | Rank 4 | Rank 5 | Mean  | SD   |
|-------|---------------------------------|--------|--------|--------|--------|--------|-------|------|
| 1     | Size of the organisation        | 14     | 22     | 21     | 12     | 1      | 2.095 | 1.00 |
| 2     | History, crises and successes   | 14     | 22     | 21     | 12     | 1      | 2.093 | 1.05 |
| 3     | Technology and primary function | 16     | 25     | 23     | 4      | 0      | 2.046 | 0.90 |
| 4     | Location                        | 9      | 22     | 15     | 22     | 1      | 2.042 | 1.09 |
| 5     | Leaders and ownership           | 24     | 21     | 20     | 5      | 0      | 1.94  | 0.96 |
| 6     | Recruitment policy              | 25     | 29     | 14     | 1      | 1      | 1.83  | 0.89 |
| 7     | The environment                 | 28     | 33     | 9      | 0      | 0      | 1.73  | 0.68 |
| 8     | Goals and objectives            | 27     | 31     | 9      | 2      | 0      | 1.71  | 0.78 |
| 9     | People                          | 43     | 20     | 7      | 0      | 0      | 1.49  | 0.68 |
| 10    | Macro Level                     | 21     | 7      | 15     | 7      | 1      | 1.36  | 1.02 |

From the above analysis Size of the organisation ( $2.09 \pm 1.00$ ), History, crises and successes ( $2.09 \pm 1.05$ ), Technology and primary function ( $2.04 \pm 0.90$ ), Location ( $2.04 \pm 1.09$ ), Leaders and ownership ( $1.94 \pm 0.96$ ), Recruitment policy ( $1.83 \pm 0.89$ ), The environment ( $1.73 \pm 0.68$ ), Goals and objectives ( $1.71 \pm 0.78$ ), People ( $1.49 \pm 0.68$ ), Macro Level ( $1.36 \pm 1.02$ ).

The factors affecting organization culture

- Size of the organisation is the factor which an employees are more concerned and agrees most in this all above factor.
- History, crises and successes is agreed as top 2<sup>nd</sup> factor as per the response of the employees of the organization which is more concerned.
- Technology and primary function is basic function of every organization to update and concentrate to and observed as top 3<sup>rd</sup> factor as per the respondents of survey,
- Followed by Recruitment policy, the environment, Goals and objectives, People, Macro Level.

|          |   |    |    |    |   |   |      |      |
|----------|---|----|----|----|---|---|------|------|
|          | a) People believe in working together, collaboratively, preferring cooperation over competition.  | 33 | 20 | 15 | 2 | 0 | 4.20 | 0.88 |
|          | b) People are flexible and adaptable when changes are necessary.  | 20 | 43 | 7  | 0 | 0 | 4.19 | 0.60 |
|          | <b>Total</b>  |    |    |    |   |   | 4.19 | 0.74 |
| <b>2</b> | <b>Leadership</b>   |    |    |    |   |   |      |      |
|          | a) An effective leader is never short sighted about the actions they take.  | 44 | 20 | 6  | 0 | 0 | 4.54 | 0.65 |
|          | b) Teams often lack the authority needed to get the job done effectively.   | 27 | 31 | 11 | 1 | 0 | 4.20 | 0.75 |
|          | <b>Total</b>  |    |    |    |   |   | 4.37 | 0.70 |
| <b>3</b> | <b>Environment</b>  |    |    |    |   |   |      |      |
|          | b) Everyone strongly believes in set of shared values about how people should work together to solve common problems and reach mutual objectives. | 32 | 36 | 2  | 0 | 0 | 4.43 | 0.55 |
|          | a) Surroundings have impact on your performance at work.  | 34 | 17 | 19 | 0 | 0 | 4.21 | 0.85 |
|          | <b>Total</b>  |    |    |    |   |   | 4.32 | 0.70 |
| <b>4</b> | <b>Clients/ Customer</b>  |    |    |    |   |   |      |      |
|          | a) Employees who do the best job of serving customers are most likely the other employees to be recognised and rewarded.                          | 45 | 23 | 2  | 0 | 0 | 4.61 | 0.55 |
|          | b) Our policies and procedures helps us to provide the service our customers or clients want and need.  | 32 | 34 | 4  | 0 | 0 | 4.40 | 0.60 |
|          | <b>Total</b>  |    |    |    |   |   | 4.51 | 0.57 |
| <b>5</b> | <b>Human approach</b>   |    |    |    |   |   |      |      |
|          | a) Manager at all level work together as a team to achieve results of the organization.   | 44 | 24 | 2  | 0 | 0 | 4.60 | 0.55 |
|          | b) People feel the most change is the result of pressure imposed from higher up in the organization   | 30 | 35 | 4  | 1 | 0 | 4.34 | 0.66 |
|          | <b>Total</b>  |    |    |    |   |   | 4.34 | 0.60 |

#### 4.6 Statement based on agreement with respect to below factors affecting organization culture.

Researcher found that in there are certain factors which has major impacts organization culture as mentioned in the below table

From the above analysis Customer's (4.51±0.57) Leadership (4.37±0.70) Human Approach (4.34±0.60) Environment (4.32±0.70) People (4.19±0.74).The factor impacts organization culture are Customer's, Leadership, Human Approach, Environment, and People are selection among enormous choices of factor impacting organization culture. According to the above analysis it says Customers/Clients, Leadership and Human Approach are the 3 factors which have more agreeableness and followed by the Environment and People factors of organization culture.

#### 4.7 Statement based on level of agreement with respect to Barriers to Job Satisfaction.(pl tick the following, Strongly Agree=5, Agree=4,Neutral=3,Disagree=2 and Strongly Disagree=1)

Organizations symbolise the most difficult social structures because of their changingnature. Researcher found t there are certain barriers in the job satisfaction with concern to the organization.



| Sl No | Barriers                              | SA | A  | N  | D  | SD | Mean | SD   |
|-------|---------------------------------------|----|----|----|----|----|------|------|
| 1     | Lack Of Strategic Direction           | 23 | 32 | 10 | 4  | 0  | 4.01 | 0.85 |
| 2     | Complexity                            | 26 | 22 | 16 | 4  | 1  | 3.93 | 0.99 |
| 3     | Lack Of (Perceived) Leadership Buy-In | 18 | 31 | 14 | 6  | 1  | 3.84 | 0.96 |
| 4     | Competitive Forces                    | 13 | 40 | 12 | 3  | 1  | 3.83 | 0.81 |
| 5     | Lack of Integrity among Management    | 20 | 19 | 27 | 4  | 0  | 3.79 | 0.93 |
| 6     | Individual Change Resistance          | 17 | 29 | 16 | 6  | 2  | 3.76 | 1.01 |
| 7     | Cultural Barriers                     | 11 | 34 | 19 | 5  | 1  | 3.70 | 0.87 |
| 8     | Unknown Current State                 | 16 | 29 | 9  | 15 | 1  | 3.63 | 1.11 |
| 9     | Lack Of Consistency                   | 16 | 25 | 14 | 13 | 2  | 3.57 | 1.12 |
| 10    | Lack Of Communication                 | 12 | 26 | 17 | 15 | 0  | 3.50 | 1.02 |

From the above analysis Lack of Strategic Direction ( $4.01\pm 0.85$ ), Complexity ( $3.93\pm 0.99$ ), Lack of (Perceived) Leadership Buy-In ( $3.84\pm 0.96$ ), Competitive Forces ( $3.83\pm 0.81$ ), Lack of Integrity among Management ( $3.79\pm 0.93$ ), Individual Change Resistance ( $3.76\pm 1.013$ ), Cultural Barriers ( $3.63\pm 1.11$ ), Unknown Current State ( $3.70\pm 0.87$ ), Lack of Consistency ( $3.57\pm 1.12$ ), Lack of Communication ( $3.50\pm 1.02$ ). From the analysis Lack of Strategic Direction, Complexity, Lack of Leadership Buy In, Competitive Forces, Lack of Integrity among Management, Individual Change Resistance are the top 5 barriers to the job satisfaction of the workers who found in among others. Followed by the Individual Change Resistance, Cultural Barriers, Unknown Current State, Lack of Consistency, and Lack of Communication.

## 5. FINDINGS

1. According to the survey 46 (66%) are Male and 24 (34%) are Female as factory which runs 24/7 and need the resource work for shifts accordingly.
2. Survey explains that 50% of people are having experience of 5 to 10 years of minimum.
3. As the survey was conducted to the 42(60%) respondents having qualification of graduation holder. Rest 28(40%) are holding post-graduated.
4. As per the survey the certain dimensions of organization were given to find existing culture, respondents have positive and agrees that their culture is best to them.
5. According to the study the respondents have faith in their organization culture devises positive influence on their job satisfaction. Respondents agrees to this by given some attributes.
6. As per survey that the respondents say they agrees to the level of agreement which organization culture positive impact of employees' job satisfaction.
7. According to the survey the respondents are asked to assess their performance with effect to their organization culture.

8. As per the survey the respondents were given factors which affects the organization, therefore as per the respondents were given Customer's (4.51±0.57) Leadership (4.37±0.70) Huma Approach (4.34±0.60) Environment (4.32±0.70) People (4.19±0.74).
9. According to the survey respondents have ranked the Size of the organisation (2.09±1.00), History, crises and successes (2.09±1.05), Technology and primary function (2.04±0.90),
10. As per the survey the respondents were given some dimensions of Edgar model of organization culture (Artefacts, Values and Basic Assumption) has given with some statements with level of agreement to model of organization culture.
11. According to the survey the respondents agrees to the Lack of Strategic Direction (4.01±0.85), Complexity (3.93±0.99), Lack of (Perceived) Leadership Buy-In (3.84±0.96), top 3 factors with level of agreement in which certain barriers of organization culture impacts job satisfaction.

## 6. SUGGESTION

1. The organization should provide enrich the job and enlarge the job which is offer employees different task, roles, duties, difficult task which helps in motivate employees.
2. Employees are the major source of any organization so as the company should treat each and every employee with respect and in an appropriate way.
3. In the department there should be some selected gatherings or meetings which enhance or will provide the staff member's knowledge, exposure or broadening needed.
4. Nowadays study of organizational culture and its impact on job satisfaction has become an important issue in world-wide business situation and an abundant amount of time is invested in it. There is a relation between organizational culture and job satisfaction which has a massive effect on corporate enactment.
5. The Study of an organizational culture and impact on job satisfaction as significant matter in the global considered and a large part of the time, reasonable and attention of experts is distributed to itself. The results of this study show that there is significant relation between organizational culture and job satisfaction.

## 7. CONCLUSION

Any person who works in the company has his or her own principles, ideals and various views regarding his or her organisation. Often, the organisation's ethos shifts in line with workplace expectations and principles such that if an individual leaves the company it can or does not. Organizational culture has a significant and profound effect on the workers 'practice, leading to workers' happiness with the organisations and increasing employee efficiency.

Corporate culture is a significant factor that has an incredibly influential effect on workplace engagement, employee loyalty and retention. Because organizational culture influences these three factors positively or negatively, and is considered the foundation for increasing organization's success.

Based on the study findings, we believe that the effect of corporate culture on work satisfaction is optimistic and important.

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