

## **CHAPTER V**

### **CONCLUSION AND RECOMMENDATION**

Retail industry would never see the setting sun till existence of human race, reason is simple because humans cannot live without food, clothing and shelter. In India, both organized and unorganized retailing is prevalent. The first objective of this study is to examine the level of Job Satisfaction, Organization Role Stress and Organization Culture in retail sector. The results indicate that the retail employees face moderate extent of organizational role stress, with average score on dimension- inter role distance, role stagnation, role expectation conflict, role overload, self role distance and overall organizational role stress. High score on dimensions of Role Erosion and Personal Inadequacy and low score on dimensions of role isolation, Role ambiguity and Resource Inadequacy. On the dimension of organizational culture again the score indicates moderate level, with higher extent of score on parameters of Openness, Confrontation, Pro-action, Collaboration and Experimentation whereas average score on parameters of Trust, Authenticity and Autonomous. The result indicates that the average score of employees on dimension job satisfaction was moderate. Thus in a retail sector all employees face moderate extent of organizational role stress, finds culture to be optimum and even the job satisfaction level is average.

It is further investigated that Male employees in retail sector are found to be more stressed in comparison to females and the dominant parameters are Role Erosion, Personal Inadequacy and Self Role Distance. The results further reveals that the male employees finds that the organizational culture to be moderately supporting and the key parameters are Openness, Confrontation, Pro-action, Collaboration and Experimentation. The study even indicates that male employees are moderately satisfied with the job.

In comparison to male employees female employees are comparatively lesser stressed and enjoy their work. Female employees also find the organizational culture to be moderately supporting and have higher satisfaction level as compared to male employees.

The senior retail sector employees are facing more stress level as compared to new employees and the dominant stressors are Role Expectation Conflict, Role Erosion, Personal Inadequacy and Self role Distance. Senior employees should shoulder the responsibility of development of organizational culture, even how the prevailing

culture must be imbibed into upcoming employees but the statistical data reveals that the at all levels of employees perceive the culture in the same way but only the sales executives of new employees find a little difficult to accept the culture of ever changing industry. The senior level employees are showing a moderate level of satisfaction.

The middle level employees are comparatively less stressed as compared to higher level employees and the dominant stressors are Role Erosion and Personal Inadequacy. Senior, middle and executive level of retail employees have almost similar perception of organizational culture. The middle level retail employees are showing a moderate level of satisfaction.

The sales executives are the direct line of contact of origination and customers; they are also facing a moderate level of stress on dimensions of Role Erosion, Role Stagnation, Role Expectation Conflict, Self Role Distance, Role Ambiguity, Role Isolation. Sales executives have a moderate view of organization culture, with high scores on dimension of Openness, Confrontation, Pro-action and Collaboration. Sales executives are fairly satisfied with their jobs.

The stress level is comparatively low amongst higher age group employees of retail sector, with lowest on dimensions of Role Overload, role isolation, Role ambiguity and Resource Inadequacy, but stressor Role Erosion is found to be highest among these employees. Higher age employees perceive organizational culture to be more pro-active and smooth. Aged employees because of experience and increased skill set are more satisfied with job.

Lower age employees are indicating a higher level of stress because of two dimensions of Stress; Role Erosion and Personal Inadequacy. Other dimensions of inter role distance, role stagnation, role expectation conflict, role overload, role isolation and self role distance are also showing a comparative high level of stress. Lower age group employees find the culture of organization to be experimenting and even confrontation and collaboration are also encouraged in the retail sector. Youth of retail sector is showing a

dissatisfaction level might be because of longer hours of working, lack of skill set or frequent switches.

Experience tend to make the job easy and even gives higher satisfaction level ,but in ever changing and demanding retail industry this sounds to be vice-versa. Stress level among higher experience retail employees is high. Experienced employees find the culture to be conducive on dimension of Openness, Confrontation, Pro-action, and Collaboration. Satisfaction level of experienced retail employees is comparatively higher.

Personal inadequacy because of lower experience, even results in role erosion. Other dominant factors of organizational role stress among lower experience employees are inter role distance, role stagnation, role expectation conflict, role overload, role isolation and self role distance. These employees find the organizational culture to be moderate with average score on dimension Confrontation, Collaboration and Experimentation. Lower experience employees are not satisfied with their jobs.

Second objective is to examine the relationship between Organizational Culture and Organizational Role Stress. With the help of correlation we tried to find out relationship between organizational culture and organizational role stress. It was observed in the study that t. he organizational culture and organizational role stress and its components are having negative correlations, but a significant correlation exists between ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration. Role erosion shows positive correlation with autonomous and dimension of Role ambiguity shows positive Significant Correlation with autonomous, Collaboration and experimentation.

In case of male employees of organizational sector ,the results show that there is was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration even ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Collaboration and Role expectation conflict shows positive significant correlation with culture dimension authenticity and autonomous .

Similarly in case of females the analysis showed that there was a significant positive correlation obtained among ORS Dimension Role Stagnation and Organizational Culture Dimension Autonomous. Role expectation conflict shows positive significant correlation with culture dimension autonomous .Role erosion shows positive correlation with autonomous Role overload shows positive correlation with culture dimension Autonomous .

In case of higher age employees there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Confrontation and Collaboration. ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Collaboration Role Expectation conflict shows positive significant correlation with culture dimension autonomous. Role erosion shows positive correlation with autonomous.

Lower age retail employees showed that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous. Role Expectation Conflict shows positive significant correlation with culture dimension autonomous Role erosion shows positive correlation with autonomous Role ambiguity shows positive Significant Correlation with autonomous Role Ambiguity shows positive Significant Correlation with autonomous.

Lower experience employees result reveals that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Openness. Even ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Experimentation.

Higher experience retail employees analysis showed that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous. ORS Dimension Role Stagnation shows positive

correlation with Organizational Culture Dimension Autonomous, Authenticity and Collaboration.

Senior level retail employees analysis showed that that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Collaboration and Experimentation ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous, Collaboration and Experimentation. In case of middle level employees a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous ( $r = 0.019$  ). ORS Dimension Role Stagnation shows positive correlation with Organizational Culture Dimension Autonomous and Authenticity. Analysis of sales executive shows that there was a significant positive correlation obtained among ORS dimension, Inter Role Distance and Organizational Culture Dimension, Autonomous and Collaboration.

Third objective is examine the relationship between Organizational Culture and Job Satisfaction. The analysis showed there exist a significant correlation among the dimensions of job satisfaction with the Organization culture. But interestingly autonomous parameter of organizational culture shows negative correlation with job satisfaction in case of retail male employees of any age, experience and position in the organization.

Forth objective is to examine the relationship between Job Satisfaction and Organizational Role Stress. The result reveals that that there exists a negative correlation among the ten dimension of organizational role stress and job satisfaction were found to be negatively correlated in the case of male, female; higher age group and lower age group, higher experience and lower experience group of employees. The same pattern of result has also been found in senior, middle and lower level executives of the retail sector.

Fifth objective is to examine the effect of organizational culture on employees' Job Satisfaction and Organizational Roles Stress in retail sector. t – Test analysis was

conducted for the significant difference between the scores on the dimensions of the organizational role stress among the male and female employees of the retail sector and found that female staff is showing significantly high level of role stress than male counterparts. The results also reveal that the significant difference between the scores on the dimensions of the organizational culture among the male and female employees of the retail sector. No significant difference was found between male and female staff on the dimension of job satisfaction.

Analysis also reveals that the significant difference between the scores on the dimensions of the organizational role stress among the employees categorized on basis of their experience of the retail sector .There exists a significant difference on the dimension of organizational culture and employees with high experience are showing more satisfaction on the dimension of organizational culture. High experience employees are showing high level of job satisfaction than low experience employees and the difference were found to be significant.

Based on the above results it is suggested that retail sector should do periodic Stress Audit Survey so that the prevailing stressors can be identified and remedies can be suggested as either organizational interventions or employee interventions. To improve the organizational culture it is the responsibility of the Leadership to explore the missing OCTAPACE factors and try to induce my using different OD techniques. Job satisfaction level was found to be moderate. To increase the level of job satisfaction a more elaborative study should be conducted to know the dissatisfied on the job and off the job factors beside the relationships with organizational role stress and organizational culture and interventions should be made accordingly.

## **BIBLIOGRAPHY**

- Adcock, P., (1992), “A comprehensive study concerning the job satisfaction of Arkansas school superintendents”, Doctoral Dissertation, East Texas State University, Commerce, Texas.
- Adler, P.S., and Borys, B. (1996), “Two types of bureaucracy: Enabling and Coercive.”, *Administrative Science Quarterly*, 41, pp. 67-89.
- Ahmad ,K. & Mishra, P.C. (2000),“Work motivation, occupational stress and mental health as predictor of organizational commitment”, Dissertation, Department of Psychology,LucknowUniversity, Lucknow.
- Ajmal, M. U., & Irfan, S. (2014), “Understanding the Moderating Role of Islamic Work Ethics between Job Stress and Work Outcomes”, *IOSR Journal of Business and Management*.
- Akaah, I.(1993),“Intergrating a consumer orientation into planning of HMO programs:An application of conjoint segmentation”, *Journal of health care marketing*, 3(2),pp. 9-12.
- Alphonsa V.K. (2000),“HRD climate in a private hospital in Hyderabad: An empirical study”, *Indian Journal of Training and Development*, 30, pp. 50–67.
- Arnold, j. & Feldman, C. (1986), “Organizational behavior”,McGraw Hill Book ,New York:
- Askari, A.(2011), “Any Relationship between organizational culture and job stress among government personnel.(A case study : government department in Firooz Abad city)”, *Journal of basic and Applied Scientific Research*, pp. 1651-1658.
- Ayyappan, Sakthi, V.M. (2013), “The Impact of Occupational Stress of Selected Banking Sector Employees in Tamil Nadu”, *International journal of Finance and Banking Studies* 2.



- Bake, K. and Nalla, M.K. (2009),“Police organizational culture and job satisfaction: A comparison of law enforcement officers perception in two Midwestern states in the U.S”, INDD, 2 , pp. 55-73.
- Bano, B. and Jha, R.K. (2012),“Organizational Role Stress Among Public and Private Sector Employees: A Comparative Study”, The Lahore Journal of Business, 1(1), pp. 23–36.
- Bardi, A & Goodwin, R (2011), “The dual route to value change: Individual processes and cultural moderators”, Journal of Cross-Cultural Psychology, 42(2), pp. 271-287.
- Bemana, S., Moradi, H., Ghasemi, M., Taghavi, S.M. and Ghayoor, A.H. (2013),“The Relationship among Job Stress and Job Satisfaction in Municipality Personnel in Iran”, World Applied Sciences Journal, 22 (2), pp. 233-238.
- Berson, Y., Oreg, S., and Dvir, T. (2008), “CEO values, organizational culture and firm outcomes”,Journal of Organizational Behavior, 29, pp. 615-633.
- Bhagat, R.S., Krishnan, B., Nelson, T.A., Leonard, K.M., Jr Ford, D.L.,Billing, T.K. (2010), "Organizational stress, psychological strain, and work outcomes in six national contexts: A closer look at the moderating influences of coping styles and decision latitude", Cross Cultural Management: An International Journal, 17(1), pp.10-29.
- Bhattacharya, S. and Basu, J. (2007),“Distress, Wellness and Organizational Role Stress among IT Professionals: Role of Life Events and Coping Resources”, Journal of the IndianAcademy of Applied Psychology.
- Bhatti, N.,Hashmi, M.A., Raza, S.A.,Shaikh, F.M. and Shafiq, K.(2011),“Empirical analysis of job stress on job satisfaction among university teachers in Pakistan. International businessresearch, 4(3), pp 264-274.
- Broadbridge, A. (2002), “Retail managers: their work stressors and coping strategies”, Journal of Retailing and Consumer Services, 9, pp 173–183.

- Bullock LM (2003), “The Measurement of Organizational Commitment”, *Journal of Vocational Behaviour*, 14, pp. 224-247.
- Busch, P. and Bush, R.F. (1978), “Women contrasted to men in the industrial salesforce: Job satisfaction, values, role clarity, performance and propensity to leave”, *Journal of Marketing Research*, 15(3), pp. 438 – 448.
- Caldwell, B. (1994), “Missteps, Miscues: Business Reengineering Failures Have Cost Corporations Billions, and Spending is Still on the Rise”, *Information Week*, pp. 50-60.
- Cameron, K.S. and Freeman, S.J. (1991), “Cultural congruence, strength, and type”, *Research in Organizational Change and Development*, 5, pp. 23-58.
- Cameron, K.S., and Robert E.Q. (1999), “Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework”, Reading, MA: Addison-Wesley Publishing Co.
- Caplan, R.D; and Jones, K.W. (1975), “Effects of Workload, Role Ambiguity and Types; A Personality on Anxiety, Depression and Heart Rate”, *Journal of Applied Psychology*, 60(b), pp. 713-719
- Chadha, M., Sood, K., Malhotra, S. (2012), “Effects of Organisational Stress on Quality of Life of Primary and Secondary School Teachers”, *Delhi Psychiatry Journal*, 15(2), pp 342-346
- Chandraiah, K., Agarwal, S.C.P., and Manoharan, N. (2003), “Occupational stress and job satisfaction among managers”, *Indian journal Of Occupational and Environmental medicine*, 7(2).
- Chatman, J. and Jehn, K. (1994), “Assessing the relationships between industry characteristics and organizational culture”, *Academy of Management Journal*, 37, pp. 522–553.
- Cobb (1975), “The experience of losing a job: reported changes in health, symptoms and illness behaviour”, *Psychosomatic Medicine*, 37(2), pp. 106-122.
- Conley, S., Woosley, S.A. (1999), “Teacher role stress, higher order needs and work outcomes”, *Journal of Educational Administration*, 38(2), pp. 179-201.

- Conner, D. (1992), "Managing at the speed of change", New York, Villard Books
- Cordero, J.A.B. (2009), "The Relationship Between Organizational Role Stress of Project Managers and Voluntary Turnover, Job Satisfaction and Intention to Leave", NovaSoutheasternUniversity Burn out (Psychology) - 129 pages, 33(2), pp. 169-178.
- Cummings, T. G., and Worley, C. G. (2005), "Organization development and change (8th ed.)", Cincinnati, OH: South-Western Thomson.
- Deal, T.E., Kennedy, A.A. (1982), "Corporate cultures: The rites and rituals of corporate life", Addison-Wesley.
- Denison, D.R. (1990), "Corporate Culture and Organizational Effectiveness", New York, John Wiley & Sons.
- Dension, D.R., and Spreitzer, G.M. (1991), "Organizational culture and organizational development: a competing values approach", Research in Organizational Change and Development, 5, pp. 1-21.
- Deshande, R., Farley, J.U., and Webster Jr, F.E. (1993), "Corporate culture, customer orientation, and innovativeness in Japanese Firms: A Quadrant Analysis", Journal of Marketing, 57, pp. 23-27
- Deshpande, R., and Webster, F. E. Jr. (1989), "Organization culture and marketing: Defining the research agenda", Journal of Marketing, 53(1), pp. 3-15, Francisco: Jossey-Bass Publishers.
- Devi, U.T (2011), "A Study on Stress Management and Coping Strategies With Reference to IT Companies Journal of Information Technology and Economic Development", 2(2), pp. 30-48.
- Eisenberger, R., Huntington, R., Hutchison, S., Sowa, D. (1986), Journal of Applied Psychology, 71(3), 500-507.
- Erkutlu, H., CHAFRA, J., Bumon, B. (2011), "Organizational Culture's Role In The Relationship Between Power Bases And Job Stress", H. U. Journal of Education, 40, pp. 198-209.

- Faragher, E.B., Cooper, C.L. and Cartwright, S. (2004), “A shortened stress evaluation tool (ASSET)”, *Stress and Health*, 20(4), pp. 189-201.
- Francis, V.(2012) “Supportive Organizational Culture and their effect on male civil engineers”, *The Australian journal of construction economics and building*, 4(1).
- Frankenhaeuser, M., et al. (1989), “Stress On and Off the Job as Related to Sex and Occupational Status in White-Collar Workers”, *Journal of Organizational Behavior*, 10(4), pp. 321-346.
- Fraser, M. (1983), "Job satisfaction and work humanization: An expanding role for ergonomics", in *Ergonomics*, 3(21), pp. 11-19.
- Fried, Y., Shirom, A. and Gilboa, S., Cooper, C.L. (2008), “The Mediating Effects of Job Satisfaction and Propensity to Leave on Role Stress–Job Performance Relationships: Combining Meta-Analysis and Structural Equation Modeling”, *International Journal of Stress Management*, 15(4), pp. 305–328.
- Ganster, D and Bates, C (1995), “Work Stress- Long Work Hours Are not the Culprit”, *Back to the Science of Mental Health*, pp. 1.
- Goss, Tracy, Pascale, R. and Athos, A. (1993),“The Reinvention Roller Coaster: Risking the Present for a Powerful Future”, *Harvard Business Review*, 71(6), pp. 97-108.
- Graham, C. M., and Nafukho, F. M. (2007),“Employees’ perception toward the dimension of culture in enhancing organizational learning”, *The Learning Organization*,14(3),pp. 281-292.
- Gregory, B.T., Harris, S.G., Armenakis, A.A., Shook, C.L. (2009), “Organizational culture and effectiveness: A Study of values, attitudes and organizational outcomes”, *Journal of Business Research*, 62, pp. 673-670.
- Gull, S., Azam, F. (2012),“Impact of Organizational Culture Type on Job Satisfaction Level of Employees’ in Different Organizations of Lahore”, *Pakistan International Journal of Academic Research in Business and Social Sciences*, 2(12).

- Guppy, A. & Rick, J. (1996), “Work and Stress”, 10(2), pp. 154 – 164.
- Gutknecht, D.B., Miller, J.R. (1990), “The Organizational and Human Resources Sourcebook” University Press of America, Social Science - 411 pages.
- Harrison, R. and Stokes, H. (1992), “Diagnosing Organizational Culture”, Amsterdam, Pfeiffer & Company
- Ho, J.T.S. (1995), “The Singapore Executive: Stress, Personality and Wellbeing”, Journal of Management Development, Pub. MCB UP Ltd., 14(4), pp. 47-55.
- Hofstede, G. (1998), “Identifying organizational subcultures: An empirical approach” Journal of Management Studies, 35(1).
- Hofstede, G.J. (2005), “Cultures and organizations: Software of the Mind, 2-nd ed”, New York: McGraw-Hill.
- Hsu, H.Y.(2009), a Dissertation submitted to the faculty of the graduate school of the university of Minnesota.
- Huddleston, P., Good, L. & Frazier, B. (2002)., “The influence of firm characteristics and demographic variables on Russian workers’ work motivation and job attitudes, International Review of Retail, Distribution and Consumer Research, 12(4), 395 – 421
- Ismail, A., Yao, A., Kamal, N., Yunuse, Y. (2009), “ Relationship Between Occupational Stress and Job Satisfaction: An Empirical Study in Malaysia”, Romanian economic journal, 12(34).
- Jaafar, M., Ramayah, T., & Zainal, Z.(2006), “Work Satisfaction and Work Performance: How Project Managers in Malaysia Perceived It?”, Journal of Strategic Management & Information Technology, 2(1,2).
- Karim, N.H.A. (2008), “Investigating the Correlates and Predictors of Job Satisfaction Among Malaysian Academics Librarians”, Malaysian Journal of Library & Information Science, 13(2), pp. 69-88.

- Katzel, R.A., Barrett, R.S and Parker, T.C. (1961),“Job Satisfaction, Job Performance and Situational Characteristics”, Journal of Applied Psychology, 45, pp. 65-72.
- Kaushal, S.I. (2001), “Organizational Role stress on some official demographic issues in Banks”.
- Khan, A., Ramzan, M., Butt, M.S. (2013),“Is Job Satisfaction Of Islamic Banks Operational Staff Determined Through Organizational Climate, Occupational Stress, Age And Gender”, Journal of Business Studies Quarterly, 4(3).
- Khan, S.M., and Mishra, P.C. (2002),“Tips of bang on avoidance behaviour-An experience with railway officers”, Journal of Indian Academy of Applied Psychology,28, pp. 131-138.
- Koberg, C.S., and Chusmir, L.H. (1987), “Organizational culture relationships with creativity and other job-related variables”Journal of Business Research, 15, pp.397-409.
- Kotter, J. and Heskett, J.L. (1992),“Corporate Culture and Performance”, New York: The Free Press.
- Kotter, J. P. (1996),“Leading change”,Boston, HarvardBusinessSchool Press.
- Kotter, J.P. and Heskett J.L. (1992),“Corporate Culture and Performance”, The Free Press, New York.
- Koustelios, D.B.A. (2014) “The impact of Leadership and Change management strategy on Organizational Culture”, European Scientific Journal edition, 10(7).
- Krishna P.M., Rao P.S.(1997),“Organisational at HRD climate in BHEL: An empirical study”, The Journal of Public Administration, 43, pp. 209–216.
- Krishna, P.M. and Rao P.S., (1997), “Organisational HRD Climate in BHEL”, an Empirical Study, the Journal of Public Administration, 43, pp. 209 -216.
- Kulkarni, G.K. (2006), “Burnout”, Indian Journal of Occupational and Environmental Medicine.
- Kumar S., Patnaik S.(2002),“HRD Climate and Attributes of Teachers in JNVS”, Indian Journal of Training and Development, 32, pp. 31–37.

- Kumar, K.S.,&Madhu, G. (2012),“Analysis Of Factors Responsible For Of Work Stress In Chemical Industries In Kerala, India”International Journal of Applied Research in Mechanical Engineering, 2(1), Issue-1, pp 78-80.
- Lee, J., D. gut. (1999),“People matter: Commitment to employees, strategy and performance in Korean firms”, Strategic Management Journal, 20(6), pp. 579-593.
- Lehal, R. (2007),“A Study of Organisational Role Stress and Job Satisfaction Among Executives in Punjab”, Ims Journal, 11, pp.67-80.
- Lehal, R. and Singh, S. (2005),“Organizational Role Stress among College Teachers of Patiala District: A Comparative Study of Government and Private Colleges, RIMT”, Journal of Strategic Management and Information Technology, 2(1,2).
- Lim, B.(1995), "Examining the organizational culture and organizational performance link", Leadership & Organization Development Journal, 16(5), pp.16 – 21.
- Ling, A.W., Bahron,A., Boroh,R.P. (2014),“A Study on Role Stress and Job Satisfaction Among Bank Employees in Kota Kinabalu”, Sabah International Journal of Research in Management & Business Studies,1(2).
- Liu,T. and Spector, L.C. (2005), "Dynamic employment adjustments over business cycles," Empirical Economics, Springer, 30(1), pp 151-169.
- Lok, P. and Crawford, J. (2004),“Effect of organizational culture and leadership style on job satisfaction and organizational commitment”,The Journal of Management development, 23(4), pp. 321-333.
- Lok, P., Crawford, J. (2003), “the effect of organization culture and leader style on job satisfaction and organizational commitment journal of management development”,vol 23(4), pp. 321-338.
- Lund, D.B. (2003), “Organizational culture and job satisfaction”, Journal of Business & Industrial Marketing,18, pp. 219-236.

- Malhotra,S. and Chadha, O. (2012), “Stress In The Context Of Job Satisfaction: An Empirical Study Of BpoSector”,International Journal of Research in IT & Management,2(1), pp. 24-38.
- Malik, O.F., Waheed, A., Malik, K.U.R. (2010),“The Mediating Effects of Job Satisfaction on Role Stressors and Affective Commitment”, International Journal of Business and Management, 5(11).
- Mansor, M. and Tayib, M. (2010), “An Empirical Examination of Organisational Culture, Job Stress and Job Satisfaction within the Indirect Tax Administration in Malaysia”, International Journal of Business and Social Science, 1(1), pp. 81-95.
- Martins, N., Coetzee, M. (2007),“Organisational culture, Employee satisfaction, Perceived leader emotional competency and personality type: an exploratory study in a South African engineering company”, SA Journal of Human Resource Management, 5(2), pp. 20-30.
- Mehr, S.K., Emadi, S.,Cheraghian, H., Roshani, F.,Behzadi, F. (2012),“Relationship between job satisfaction and organizational culture in staffs and experts of physical education offices of Mazandaran Province”, European Journal of Experimental Biology,2(4), pp. 1029-1033.
- Misra,P., Dhar, U, and Dhar, S. (1999), “Job Satisfaction as a Correlate of HRD Climate : An Empirical Study”, *IJTD*, 29(2).
- Monga, O.P., Monga, A. ,Mahajan, V., Monga, A. (2015), “Organisational Culture, Stress and Commitment: A Study of Managers of Pharmaceutical Industry in Himachal Pradesh”, Open Access Library Journal.
- Mufeed S.A andGurkoo(2007), “Need to focus on key elements of OCTOPACE Culture in Universities-An Empirical Assessment”, The Journal Contemporary Management ResearchTiruchirappalli, pp- 28-51.
- Mufeed, S.A. (2006),“The need for a focus on key elements of HRD climate in hospitals: An empirical study”, Management of Labour Studies, XLRI,31, pp. 57–65.



- Muzainah, M. and Mahamad, T. (2010),“An empirical examination of organizational culture, job stress and job satisfaction within the Indirect Tax Administration in Malaysia”.
- Nankervis, A., Compton, R.L. and McCarthy, T.M. (1999), “Strategic Human Resource Management (3rd ed.)”,Mebourne: Nelson ITP.
- Neelam, N., Bhattacharya, S., Sinha. V., and Tanksale. D.(2014), “[Global Business and Organizational Excellence](#)”, *34(2)*, pp. 62-74.
- Nirmala (2002),“Occupational Stress and Job Performance: A Study in Banking Industry”, *PIMR*, 6(1,2).
- O’Reilly, C. (1989),“Corporations, culture, and commitment: Motivation and social control in organizations. Cambridge, Ballinger, 31, 78-108
- O’Reilly, C. A.,(1991). “Corporations, culture, and commitment: Motivation and social control in organizations”, *California Management Review*,31(4), pp9-25.
- Pareek, U (1993), “Making Organizational Role Effective”, Tata McGraw Hill Publishing Company Ltd ,New Delhi.
- Pareek, U. (1981), “ORS Scale: Measuring Role Stress(mimeo)”, Indian Institute of Management , Ahmedabad.
- Parthasarathy, K. and Ramalingam, S. (2015), “An empirical study on Organization Culture and its impact on employee motivation with reference to industrial estates in Chennai”,*I J A B E R*, 13(1),pp. 287-294.
- Patel, M.K. (1999),“HRD Climate: A Comparative Study among Two Ends of Performance”, *Journal of Indian Management and Strategy*,4(3), pp. 24-27.
- Pathak D. (2012), “Role of perceived organizational support on stress-satisfaction relationship: An empirical study”, *Asian journal of management research asian journal of management research*,3(1), pp. 153-177.
- Patwardhan, V., Mayya, S.andJoshi, H.G. (2014), “Organizational Role Stress among Managers in the Indian Hospitality Industry”, *International Journal of Business and Management Invention*, 3(9), pp.13-19.

- Pestonjee (1999), “Stress and Coping the Indian Experience”, Sage Publications, New Delhi.
- Pestonjee,D.M. (1992), “Role Stress in General Administration: Suggested HRD Intervention” ,NIRNAYA, 4(2), pp. 1-9.
- Peters, Tom, and Waterman, R.(1982),“In Search of Excellence: Lessons from America’s Best Run Companies”, New York: Harper and Row.
- Pock, H. (1996),“Private and Public Sector Managers: An Empirical Investigation to Job Characteristics and Organizational Climate”, J. Applied Psychology, 71, pp. 247-259.
- Pool, S.W.(1999),“Organizational culture and its relationship between job tension in measuring outcomes among business executives”,Journal of Management Development, 19(1), pp. 32-49.
- Popton, R.E. (1999), “A Casual Model of Turnover for Nurses”, Academy Mgt J, 24, pp 543-565.
- Priem, A. (2010),“Organizational Culture versus Job Satisfaction Bachelor Thesis for the department Organization and Strategy”.
- Quinn, R.E., and Rohrbaugh, J.A., (1983), “A spatial model of effectiveness criteria: toward a competing values approach to organizational analysis”, Management Science 29, pp.363-377.
- Rainayee, R. (2002),"HRD climate in commercial banks: An empirical study", The Business Review, 9, pp. 1–9.
- Raju, M.V.R. and Madhu, K. (1994), “Organizational Level and Role Stress”, Journal of Indian Psychology, 12(1 and 2), pp.62-66.
- Rineer, J.R. (2012),“Social Job Characteristics and Older Workers”
- Ritter, J.A. & Anker, R. (2002),“Good jobs, bad jobs: Workers’ evaluations in five countries”, International Labor Review, 141(4), pp. 331 – 358.
- Robbins, S.P. (2001), “Organizational Behavior”, Prentice Hall, Upper Saddle River, New York.
- Rohmetra, N. (1998),“Organization Effectiveness through HRD Cultural Dynamics”. Journal of Indian Management and Strategy, 3(4),pp. 54-6.

- Roth, A. V., W. E. Jackson III. (1995),“Strategic determinants of service quality and performance: Evidence from the banking industry”, *Management Science*, 41 (11) .
- Rothwell, W., Sullivan, R., and McLean, G. (1995),“Practicing Organization Development: A guide for consultants”,San Francisco: Jossey-Bass, pp 432.
- Rousseau, D.M. (1990), “Assessing Organisational Culture: The Case for Multiple Methods”,Ch.5, Oxford .
- Sabherwal, N., Ahuja, D., George, M., Handa, A. (2015), “A study on occupational stress among faculty members in Higher Education Institutions in Pune”, *SIMS Journal of Management Research*, 1, pp. 18-23.
- Sabri, P.S.U., Ilyas. M., Amjad, Z. (2011), “Organizational Culture and Its Impact on the Job Satisfaction of the University Teachers of Lahore *International Journal of Business and Social Science*”,2(24), pp. 121-128.
- Salleh R., Nair, M.S., and Harun, H. (2012),“Job Satisfaction, Organizational Commitment,and Turnover Intention:A Case Study on Employees of a RetailCompany in Malaysia”, *WorldAcademy of Science, Engineering and Technology*, pp. 316-323.
- Samuel, O.B. (2015), “The Effects of Organisational Culture and Stress on Organisational Employee Commitment”, *Scientific & Academic Publishing*, pp. 96-106.
- Sarker S. J., et al., (2003),“The Relationship of Age and Length of Service with Job Satisfaction: an Examination of Hotel Employees in Thailand”, *Journal of Managerial Psychology*, 7, pp. 18.
- Satyanarayana, K. (1995), “Stressors among Executives and Supervisors: A Comparative Study in Public Sector Undertaking”, *Osmania Journal of Psychology*, 19, pp. 1-9.
- Sayeed,Z. and Ahmad, M. (2002), “The Impacts of Employees Job Stress on Organizational commitment”, *European Journal of Social Sciences* ,13, pp. 4.

- Schein, E. H. (1992),“Organizational culture and leadership (2nd ed.)”, San Francisco, CA: Jossey-Bass.
- Schein, E.H. (1996),“Three Cultures of Management: The Key to Organisational Learning”, Sloan Management Review, 38(1), pp. 9-20.
- Schein, E.H. (1999), “The Corporate Culture Survival Guide: Sense and Nonsense about Cultural Change”, San Francisco: Jossey-Bass Publishers.
- Schein, E.H.(1990), “Innovative cultures and adaptive organisations”, Sri Lanka Journal of DevelopmentAdministration, 7(2), pp. 9-39.
- Schultz, D. & Schultz, S.E. (1998),“Psychology and work today: An introduction to industrial and organizational psychology (7th ed.)”, New Jersey: Prentice Hall.
- Sempane, M.E., Rieger, H.S. and Roodt, G. (2002), “Job satisfaction in relation to organisational culture”, South African Journal of Industrial Psychology, 28(2),pp. 23 - 30.
- Shah, S.M., Memon, S.M. and Laghari, M.K. (2011), “The impact of organizational culture on employees satisfaction : A study of faculty members of public sector universities of Pakistan”,Interdisciplinary Journal of Contemporary Research in Business, 3(8), pp. 847-859.
- Sharma, S and Purang, P (2000),“Value Institutionalization and HRD Climate: A Case Study of Navratna Public Sector Organisation”. VISION, The Journal of Business Perspective, Spl. Issue 4.
- Sharma, S.K., Sharma, J.,Devi, A. (2012), “Determinants of Role Stress Based On Employee Segmentation: A Multinomial Logit Analysis”, Management, 17, pp. 1-30.
- Shiprakhanna (2015), “Organisational Role Stress (ORS) and Life Satisfaction among Female Doctors”, International Conference on Technology and Business Management, pp. 601-606
- Shurbagi,A.M.A.,&Zahari, I.B. (2012), “The Relationship between Organizational Culture and Job Satisfaction in National Oil Corporation of

Libya”, International Journal of Humanities and Applied Sciences (IJHAS), 1(3), pp. 88-93

- Silverthorne, C. (2004), “The impact of organizational culture and person-organization fit on organizational commitment and job satisfaction in Taiwan”, Leadership & Organization Development Journal, 25, pp. 592-599.
- Sinha, J.B.P. & Sinha, D. (1990), “Role of social values in Indian organizations” New Delhi: Sage Publications.
- Sinha, J.B.P. (1990), “Work culture in the Indian Context”, New Delhi: Sage Publications.
- Sirin, E.F. (2009), “Analysis of Relationship between Job Satisfaction and Attitude among Research Assistants in Schools of Physical Education and Sports”, Journal of Theory and Practice in Education, 5, pp. 85 - 104.
- Smith P.B., Peterson M.F., Thomason S.J., Yanchuk V.A. (2011), “National Culture as a Moderator of the Relationship Between Managers' Use of Guidance Sources and How Well Work Events Are Handled”, Journal of Cross-Cultural Psychology, 42(6), pp. 1101–1121.
- Snipes, R.L., Oswald, S.L., LaTour, M., Armenakis, A.A. (2005), “The effects of specific job satisfaction facets on customer perceptions of service quality: an employee-level analysis”, Journal of Business Research, 58, pp. 1330– 1339.
- Spector, P.E. (1997), “Job satisfaction: Application, assessment, causes, and consequences” Thousand Oaks, CA: Sage.
- Sullivan, S.M. and Bhagat, R.S. (1992), “Organisational stress, job satisfaction and job performance: where do we go from here?”, The Journal of Management , 18(2), pp. 353- 374.
- Surti, N. and Ambavale, R. (2013), “A Study on Stress Level of Sales Employees in Garment Retail Stores of Ahmedabad City”, International Journal of Management and Social Sciences Research (IJMSSR), 2(6), pp 31-37.
- Suryawanshi, S.A., Mali V.J. (2013), “A study on Relationship between Organizational Role Stress and Job Satisfaction”, Paripex - Indian Journal Of Research, 2(2), pp. 212-214.

- Swati goyalandvinaykashyap (2015), “Organizational Role Stress: An Empirical Study among Insurance Employees”, Asia pacific journal of management research and innovation.
- Triandis, H.C. and Gelfand, M.J. (1998), “Converging measurement of horizontal and vertical individualism and collectivism.” Journal of Personality and Social Psychology, 74(1), pp 118-128.
- Tsai, Y. (2011), “Relationship between Organizational Culture,Leadership Behavior and Job Satisfaction”,BMC Health Services Research , 11, pp. 98.
- Upadhyay and Singh (1999), “Occupational Stress: Comparative study on Teachers & Executives” Thesis.
- Uttal, B. (1983),“The corporate culture vultures”,Fortune, 108(8), pp. 66.
- Valentine, S., and Fleischman, G. (2004),“Ethics Training and Businesspersons' Perceptions of Organizational Ethics”, Journal of Business Ethics, 52 (4), 381-390.
- Vanishree , P. (2014),“Impact of Role Ambiguity, Role Conflict and Role Overload on Job Stress in Small and Medium Scale Industries”, Research Journal of Management Sciences, 3(1), pp. 10-13.
- Wallach, E.J. (1983),“Individuals and Organisations: The Cultural Match”, Training Journal, 37, pp. 29-36.
- Weaver, G. R. (2001),“Ethics Programs in Global Businesses: Culture's Role in Managing Ethics”, Journal of Business Ethics, 30 (1), pp. 3-15.
- Weick, K.E. (1979), “The social psychology of organizing (2nd Ed)”, Redding, MA
- Weiss, D. J., Dawis, R. V., England, G. W., &Lofquist, L. H. (1967),“Manual of the Minnesota Satisfaction Questionnaire”, Minneapolis: MN: The University of Minnesota Press.
- Wenger, E.C. and Snyder, W.M. (2000),“Communities of Practice: The Organizational Frontier”, Harvard Business Review, 78(1), pp. 139-145.
- Wetzels, M., Ruyter, K.D., Bloemer, J.(2000),“Antecedents and consequences of role

- Zennouche, M., Zhang, J. (2014), “Evolution of Leadership and Organizational Culture Research on Innovation Field: 12 Years of Analysis”, Open Journal of Social Sciences, 2014,2,pp. 388-392.