

Effects of Organisational Culture on Agricultural Employees' Job Satisfaction in Forestry Research Institute, Ibadan, Oyo state, Nigeria.

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Abstract

The study evaluated the effect of organisational culture on agricultural employees' satisfaction in Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State. Data were collected from 80 randomly selected agricultural employees using well-structured questionnaires. Data gathered were analysed using descriptive and inferential statistical tools. The mean age of the employees was 42years and mean income was N128,460 per month. Many (52.5%) of the employees were female and married (67.5%). Upgrading and promotion opportunities ($x = 3.20$), effective communication ($x = 3.10$), proper recognition on outstanding job ($x = 2.88$) and conducive environment for better job satisfaction ($x = 2.86$) were the major organisation culture identified by the employees. Other include mutual relation ($x = 3.10$), effective job feedback on assignment carried out ($x = 3.0$), effective communication network ($x = 3.0$) and maximum job security ($x = 3.0$). Factors affecting employees' satisfaction were lack of encouragement on social matters ($x = 2.92$), recognition sentiment ($x = 2.88$), discrimination on cultural values ($x = 2.7$) and unequal distribution of fringe benefit ($x = 2.3$). Significant relationship ($p < 0.05$) existed among educational qualification ($\chi^2 = 64.1$), age ($r = 0.13$), income ($r = 0.01$) and factors affecting employees satisfaction ($r = 0.18$). Organisational culture is an important element which influences the employees' job satisfaction. Effective job feedback on assignment is highly recommended.

Keywords: Organisational Culture, Agricultural employees, Challenges and Job satisfaction

Introduction

Culture is defined by shared beliefs and values among all the members of an organisation. These shared beliefs, values, morals, symbols and behaviours guide individuals in decision - making at unconscious levels (Lederach, 1995). Since organisation's goal attainment is dependent on the well-being of its members, these shared ideologies have a strong impact on organisational performance.

It is very important for an institution to establish an organisational culture to maintain its position in the global village.

The organisational culture must be developed in order to provide support to an organisation and bring continuous improvement in terms of goals and objectives (Lokand Crawford, 2004). The culture of an organisation is very important for its progress because it impacts on employee performance and ability to stay in that organisation as well. If the culture of an organisation is flexible, it will provide a conducive working environment to employees in which they may work easily and independently without feeling any burden. Every organisation wants

employee satisfaction because it is very important for organisational effectiveness (Macintosh and Doherty, 2010).

Employee satisfaction is the terminology used to describe whether employees are happy, contented and fulfilling their desires and needs at work (Chang and Lee, 2007). Many measures support that employee satisfaction is a factor in employee motivation, goal achievement and positive moral in an organisation. Satisfaction of employees can also be less if mediocre workers or employees work in a particular establishment that is not friendly.

According to Nancy (1997), Satisfaction refers to the level of fulfillment of one's needs, wants and desires. Employee satisfaction is therefore a measure of how glad and excited employees are in their respective organisation and work place. Employees are more loyal and productive when they are satisfied (Hunter and Tietyen, 1997). These satisfied employees affect the customer satisfaction and organisational productivity (Potter field 1999). There is no limit for an employee to reach the full satisfaction and it may vary from one employee to another in which sometimes they must change their character in order to carry out their responsibilities whole-heartedly and more efficiently to enable and enhance greater job.

The satisfaction of workers in any business, enterprise, firm or organisation is very important to the success of the organisation. Maximum rate of employee contentment is directly related to a lower turn-over rate. Thus, keeping employees well satisfied in their various careers should be put into consideration in any organisation which is a well-known fact in

administration practices.

Employers that are untrustworthy or wayward could be a burden to their employees and may cause stress. Distrust can result from numerous situations Branham (2005). Such include harassment in any form which may cause a new level of stress for the employee whereby it becomes increasingly difficult to do a respectable job at work when he or she is consistently faced with an uncomfortable working environment. Based on this background, it therefore becomes paramount to address some germane objectives that will provide answers to the broad objective of effects of organisational culture on agricultural employees' job satisfaction in Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State, Nigeria.

Objectives of this study were to:

- describe the personal characteristics of employees in an organisation.
- identify various organisational cultures in the study area.
- determine level of employees' satisfaction in the study area.
- identify the factors affecting employees' satisfaction in the study area.

Hypotheses of the Study

The hypotheses of the study are stated in null forms as follow:

- Ho₁: There is no significant relationship between personal characteristics of employees' and organisational culture.
- Ho₂: There is no significant relationship between employees' satisfaction and organisational culture.

Ho₃: There is no significant relationship between factors affecting employees' satisfaction and organisational culture.

Methodology

The study was carried out at the Forestry Research Institute of Nigeria (FRIN) Ibadan, Oyo State, Nigeria. The Forestry Research Institute of Nigeria was established in 1973. It has its head quarter in Ibadan, Oyo State. The institution has 8 functioning departments. The vision is to ensure scientific research activities and man power development, sustainable forest resources production, management utilisation, biodiversity conservation, forest-based raw materials provision, food production and security through agroforestry and wild life employment opportunities thereby alleviating poverty and environmental conservation and management.

The population of this study comprises researchers of Forestry Research Institute Ibadan, Oyo State, Nigeria. A simple random sampling technique was used to select the agricultural researchers from the study area. The research was carried out among eighty (80) respondents comprising the staff of the Forestry Research Institute of Nigeria. The data were collected between April-July 2015. The questionnaires were structured into sections to generate information about personal characteristics of the researchers, organisation culture and job performance. These were measured using 5 point Likert rating scale of strongly agree =5, agree =4, undecided =3, disagree =2 and strongly disagree =1. Challenges affecting respondents' job performance was measured using a 3- point rating scale of very severe =3, severe =2 and not at all = 1.

Descriptive and inferential statistics were used for data analyses. Descriptive statistics included frequencies, percentages, means and standard deviation. Chi-square and Pearson Product Moment Correlation were used to determine organisational culture, employees' job performance and factors affecting employees' job satisfaction in the study area.

Results and Discussion

Personal characteristics of respondents

The results showed that about half (52.5%) of the employees were female while 47.5% were male. This implies that female employees dominated the study area. The results also show that 50% of employees were within the age range of 30-39 years of age with a mean of 42.5 years. This implies that the employees were still young and active. This findings support that of Isaac (2011) who reported that 44.6% of the Agricultural employees in Southwestern Nigeria were in the age range of 20-40 years.

The results further show that majority (67.5%) of employees were married while 31.3% were single and 1.3% divorced which implies that more than half of the members of staff are married compared to the singles and divorced. These results support the findings of Fapojuwo, (2010) that great importance is still attached to the marriage institution. It is worthy of note that most (75.8%) of selected employees had HND/BSC as their educational qualification while some had masters's and doctorate degrees. Also, 55% of employees in the organisation had working experience of less than or equal to 6 years, i.e most of them had spent quite a reasonable number of years in the study area. This result corroborated the

Table 1: Distribution of respondents' personal characteristics (n=80)

| Variables | Frequency | Percentage | Mean |
|----------------------------------|-----------|------------|------------|
| Gender | | | |
| Male | 38 | 47.5 | |
| Female | 42 | 52.5 | |
| Age | | | |
| | | | 42.45years |
| Less than 30 | 12 | 17.4 | |
| 30-39 | 40 | 50.0 | |
| 40-49 | 16 | 20.0 | |
| Greater than 50 | 12 | 15.0 | |
| Marital Status | | | |
| Single | 25 | 31.3 | |
| Married | 54 | 67.5 | |
| Divorced | 1 | 1.3 | |
| Educational Qualification | | | |
| HND/BSC | 59 | 73.8 | |
| MSC/PHD | 19 | 25.8 | |
| OND/NCE | 2 | 2.5 | |
| Years in Service | | | |
| Less than 6 years | 44 | 55.0 | |
| 6-10 | 25 | 31.3 | 7.71 years |
| 11-15 | 5 | 6.3 | |
| 16-20 | 2 | 2.5 | |
| 21 and above | 4 | 5.0 | |
| Income | | | |
| Below 100,000 | 49 | 61.3 | |
| 101,000-150,000 | 25 | 31.3 | #128,460 |
| Above 150,000 | 6 | 7.5 | |

Source: Field survey (2015)

findings of Adeniyi (2011) who was of the opinion that researchers in Southwest Nigeria had spent some quality time in their organisation in terms of experience. The mean income of the employees was N101.40 per month.

The level of employees' job satisfaction

Table 2 shows the results of employees' satisfaction. Employees' satisfaction was explored during the course of study. Major

satisfaction identified were mutual relationship between employees and organisation ($x = 3.2$), provision of effective job feedback on assignments ($x = 3.06$), effective communication network ($x = 3.05$), provision of conducive working environment ($x = 3.03$), management guarantees maximum job security for employees ($x = 3.01$) This result is supported by Egan *et al* (2004) Lambert

Table 2: Distribution of Employees by level of satisfaction in FRIN

| STATEMENT | SD | D | A | SA | \bar{X} | S.D |
|---|----------|----------|----------|----------|-----------|-------|
| There is mutual relationship between employees and organisation. | - | 10(12.5) | 47(58.8) | 23(28.8) | 3.16 | 0.62 |
| The organisation provides effective job feedback on assignments carried out by employees in order to know where they are and how they can improve. | 1(1.3) | 11(13.8) | 50(62.5) | 18(22.5) | 3.07 | 0.643 |
| Effective communication network between team members and their immediate supervisors exist within the organisation. | 6(7.5) | 6(7.5) | 46(57.5) | 22(27.5) | 3.05 | 0.80 |
| The organisation provides conducive working environment for the employees | 3(3.8) | 13(16.3) | 43(53.8) | 21(26.3) | 3.02 | 0.76 |
| The management guarantees maximum job security for employees working in the organisation. | 4(5.0) | 10(12.5) | 47(58.8) | 19(23.8) | 3.01 | 0.75 |
| The organisation spends time to recognise the accomplishments and risks taken by employees on every job done successfully rather than criticising | - | 15(18.8) | 49(61.3) | 16(20.0) | 3.01 | 0.62 |
| Maximum respect between co-workers working within same unit and different departments exist among staff. | 4(5.0) | 14(17.5) | 43(58.8) | 19(23.8) | 2.96 | 0.79 |
| The management considers the welfare of member of staff a major priority through organisational support in some areas where employees experience personal problems which might affect their commitment to work. | 2(2.5) | 14(17.5) | 53(66.3) | 11(13.8) | 2.91 | 0.64 |
| I do not get extra payment when I put in extra hours. | 5(6.3) | 30(37.5) | 30(37.5) | 15(18.8) | 2.69 | 0.85 |
| Only the organisation is allowed to make decisions without the input of the employees. | 10(12.5) | 28(35.0) | 31(38.8) | 11(13.8) | 2.53 | 0.88 |
| The contributions of employee's strength, efforts and risks towards achieving the aims and goals do not add value to increase in achievements and reputation of the organisation to the society. | 24(30.0) | 16(20.0) | 35(43.8) | 5(6.3) | 2.26 | 0.96 |
| The management exhibits gender inequality when assigning job responsibilities and giving out beneficial assignments to employees. | 21(26.3) | 28(35.0) | 16(20.0) | 15(18.8) | 2.31 | 1.06 |
| My salary is low, I feel like leaving the job. | 23(28.8) | 42(52.5) | 10(12.5) | 5(6.3) | 1.96 | 0.81 |

Source: Field Survey, 2015

S.A Strongly Agree S.D Strongly Disagree x Mean
 A Agree D Disagree S.D Standard Deviation

Figures in parenthesis are percentages.

Table 2b: Level of employees' job satisfaction

| Categories | Frequency | Percentage |
|------------------------------|-----------|------------|
| Highly satisfied (41-56) | 26 | 32.5% |
| Moderately satisfied (27-40) | 46 | 57.5% |
| Least satisfied(13-26) | 8 | 10.0% |

Source: Field survey, 2015

et al (2001) MacIntosh and Doherty, (2010) Schwegker, 2001 and Silverthorne, (2004) who assert that job satisfaction has a very strong effect and it is almost inversely associated with employees' intention to leave or stay an organisation.

Level of employees' satisfaction was categorised in table 2b as highly satisfied (32.5%), moderately satisfied (57.5%) and least satisfied (10.0%) which implies that more than half of the employees are moderately satisfied with their jobs.

Various organisational cultures

Based on the organisational cultures assessed in the study area, the most prevalent culture identified were; staff upgrading and promotion opportunities ($x = 3.2$), effective communication system between employees and staff within the organization ($x = 3.11$). This finding is supported by Chang and Lee, 2007 who said that if the employees of the organisation communicate with one another within the organization, understanding of the culture will be easier.

Table 3: Various Organisational cultures in FRIN (n=80)

| STATEMENTS | VERY OFTEN | OFTEN | RARELY | NOT AT ALL | \bar{x} | SD |
|---|------------|----------|----------|------------|-----------|------|
| There is room for staff upgrading and promotion opportunity | 39(48.8) | 25(31.3) | 9(11.3) | 7(8.8) | 3.20 | 0.96 |
| There is effective communication system between employees and members of staff within the organisation. | 3(40.0) | 30(37.5) | 13(16.3) | 5(6.3) | 3.11 | 0.90 |
| I receive proper recognition on every job done exceptionally. | 20(25.0) | 33(41.3) | 23(28.8) | 4(5.0) | 2.83 | 0.85 |
| There is provision of a serene and conducive environment for effective work performance. | 21(26.3) | 33(41.3) | 19(23.8) | 7(8.8) | 2.85 | 0.91 |
| There is room for conflict resolution among employees an between employees and administrators within the organisation. | 11(13.8) | 32(40.0) | 25(31.3) | 12(15.0) | 2.52 | 0.91 |
| Unavailability of incentives to motivate workers at work is a factor affecting employees' satisfaction. | 12(15.0) | 29(36.3) | 17(21.3) | 22(27.5) | 2.39 | 1.05 |
| There is discrimination within the organisation based on some demographic traits such as educational qualification, years in service, marital status and age of employees that significantly affect their job satisfaction. | 13(16.3) | 16(20.0) | 21(26.3) | 30(37.5) | 2.15 | 1.10 |
| Excessive workload is one of the factors affecting employees' performance | 11(13.8) | 19(23.8) | 21(26.3) | 29(36.3) | 2.15 | 1.07 |
| Delay in salary payment is a major problem affecting employee's attitude to work. | 12(15.0) | 6(7.5) | 28(35.0) | 34(42.5) | 1.95 | 1.05 |
| No opportunity for staff training and development. | 3(3.8) | 17(21.3) | 31(38.8) | 29(36.3) | 1.92 | 0.85 |
| I do not experience higher degree of fulfilment in my present work and I feel like quitting the job for a better offer. | 5(6.3) | | 16(20.0) | 46(57.5) | 1.71 | 0.96 |

Source: Field survey (2015)

Proper recognition on every job done exceptionally in outstanding manner ($\bar{x} = 2.86$), this result is in line with Robbins and Sanghi (2007) who asserted that organisational culture is a system of common values which recognises employees' acceptability irrespective of culture and background within the organisation. Provision of a serene and conducive environment for effective work performance ($\bar{x} = 2.85$). This finding is in line with the report of Kerego and Muthupha (1997) who explain that working conditions and channels of communications will highly affect employees' job satisfaction. Room for conflict resolution among employees and between employees and administrators ($\bar{x} = 2.53$).

Factors affecting employees' job satisfaction

Factors affecting employees' satisfaction was explored during the course of the study.

Major factors affecting employees' satisfaction were discouraging members of staff to attend ceremonies such as burial and weddings organised by co-workers ($\bar{x} = 2.93$). The management only gives recognition to employees that are outspoken and have good communication skills ($\bar{x} = 2.89$). The management exhibits some discriminatory traits based on cultural values such as language, dressing, level of literacy and tribalism ($\bar{x} = 2.79$) in the provision of allowances, fringe benefits and career development. It was observed that the opportunities are reserved for employees who are at the management level, status and authority ($\bar{x} = 2.38$). This affects the satisfaction of employee while the organisation does not provide ample opportunity for wide range social phenomenon ($\bar{x} = 1.68$) occurs to be the least factor affecting their satisfaction as shown in the table below.

Table 4: Factors Affecting Employees Satisfaction in FRIN (n= 80)

| STATEMENTS | SD | D | A | SA | \bar{x} | SD |
|--|----------|----------|----------|---------|-----------|------|
| The organisation does not encourage other members of staff to attend ceremonies such as burials, weddings organized by other co-workers. | 19(23.8) | 54(67.5) | 1(1.3) | 6(7.5) | 2.92 | 0.74 |
| Allowances, fringe benefit and career development are made provided for only employees having symbols of higher status and authority within the organisation. | 4(5.0) | 50(62.5) | 18(2.5) | 8(10.0) | 2.37 | 0.73 |
| The management made mandatory some types of dressing attires or specified dressing code which are unaffordable to staff in respect to their allocated salaries. | 20(25.0) | 46(57.5) | 12(15.0) | 2(2.5) | 1.95 | 0.70 |
| The management exhibits some discriminatory traits based on some cultural values such as language, dressing, level or literacy and tribalism. | 35(43.8) | 32(40.0) | 8(10.0) | 5(6.3) | 2.80 | 0.87 |
| The organisation does not provide ample opportunity for wide range social phenomenon for staff which significantly influence their job satisfaction. | 43(53.8) | 22(27.5) | 13(16.3) | 2(2.5) | 1.67 | 0.84 |
| The management only give recognition to employees which are out spoken and have good communication skills. | 36(45.0) | 22(27.5) | 17(21.3) | 5(6.3) | 2.89 | 0.95 |
| The laws, regulations and rules of the management are too complicated in which employees find very difficult to adhere to which results to frequent punishment of staff. | 27(33.8) | 33(41.3) | 20(25.0) | - | 2.01 | 0.77 |
| Employees find it difficult to relate mutually based on their cultural background, motives, beliefs and traditions. | 20(25.0) | 46(57.5) | 11(13.8) | 3(3.8) | 2.06 | 0.74 |
| The management has no or limited concern about the welfare of their employees because there is no welfare department to operate within the organisation. | 26(32.5) | 38(47.5) | 13(16.3) | 3(3.8) | 1.91 | 0.80 |
| Most assignment carried out within the organisation is usually based on assumptions without giving trials to test for facts and prove in order to ensure verification. | 28(35.0) | 32(40.0) | 16(20.0) | 4(5.0) | 1.95 | 0.87 |

Source: Field Survey (2015)

S.A Strongly Agree, A= Agree, D = Disagree, S.D = Strongly Disagree, \bar{x} = Mean and SD = Standard Deviation

Hypotheses of the Study

H₀₁: There is no significant relationship between personal characteristics of employees and organisational culture

This was tested using Chi-square (χ^2) analysis and the results are presented in Table 5. The personal characteristics analysed with chi-square were gender, marital status, religion and educational qualification. These were determined at 0.05 levels.

The Chi-square statistical analysis results show that there was significant relationship between employees' educational qualification ($\chi^2 =64.191$, df =2, p<0.05) and organisation culture while a non-significant relationship was recorded among gender ($\chi^2 =19.134$, df=1, p>0.05),

marital status ($\chi^2=22.182$, df=2, p > 0.05), religion ($\chi^2=17.324$, p-v > 0.05) and organisation culture.

This finding implies that the hypothesis stated above was accepted as there was no significant relationship between employees' gender, marital status and religion and organisation culture except their educational qualification which has an effect with organisation culture as shown in the table.

Table 6 was carried out using symmetric measures Pearson Product Moment Correlation (PPMC) analysis at P > 0.05 levels. The statistical analysis shows that there was no significant relationship among employees' age (r = 0.133, p>0.05), years in service (r = -0.072, p>0.05), income (r = -

Table 5: Test of Association Between Personal Characteristics and Organisation Culture Using Chi-square Test

| VARIABLES | χ^2 | df | P-value | Decision |
|---------------------------|----------|----|---------|----------|
| Gender | 19.134 | 1 | 0.262 | NS |
| Marital Status | 22.182 | 2 | 0.902 | NS |
| Religion | 17.324 | 1 | 0.365 | NS |
| Educational Qualification | 64.191 | 2 | 0.001 | S |

Source: Field survey (2015)

TABLE 6: Test of Relationship Between Personal Characteristics and Organisational culture

| VARIABLES | r | p | Decision |
|------------------|--------|-------|----------|
| Age | 0.133 | 0.241 | NS |
| Years in Service | -0.072 | 0.528 | NS |
| Income | -0.019 | 0.864 | NS |

Source: Field survey(2015)

r = correlation value

P- Value = Pearson Value

NS = Not Significant

H₀₂: There is no significant relationship between employee satisfaction and organisation culture.

Hypothesis two was analysed using symmetric measures (PPMC). The results in table 7 show that a positive relationship was found between employees' job satisfaction and organisation culture ($r = 0.011$, $p < 0.05$). This result is supported by Chang and Lee (2007) and Mansor and Tayib (2010) who reported that culture of any organisation will definitely affect how employees perform. In the assertion of Amos and Weathington (2008) reported that the organisation with strong and suitable culture positively affects not only the satisfaction of the employees but also

the job commitment of the employees with the organisation.

H₀₃: There is no significant relationship between factors affecting employee satisfaction and organisation culture.

Hypothesis three was analysed using symmetric measures (PPMC). The results in table 8 show the relationship between factors affecting employee satisfaction and organisation culture ($r = 0.185$, $p < 0.05$). This results are in line with that of Jiang and Klein (2000) who reported that bad and poor culture of the organisation will lower the level of job satisfaction and reduce employees' productivity in an organisation.

TABLE 7: Test of Significant Relationship Between Employee Satisfaction and Organisation Culture

| VARIABLE | r | P-Value | Decision |
|---|-------|---------|----------|
| Employee satisfaction Versus organisationals Culture. | 0.011 | 0.921 | NS |

Source: Field Survey (2015)

TABLE 8: Test of Significant Association Between Factors Affecting Employee Satisfaction and Organisation Culture

| VARIABLE | r | P-Value | Decision |
|---|-------|---------|----------|
| Factors affecting employees Satisfaction versus Organisational culture. | 0.185 | 0.020 | S |

Source: Field Survey(2015)

Conclusion and Recommendations

It was concluded that majority of the employees were moderately satisfied with their jobs and some factors were responsible for determining and influencing their levels of job satisfaction such as socioeconomic factors and language barrier. Also, organisation should encourage employees to participate in social activities and should be concerned about the welfare of their employees. Organisation's should also recognise and possibly reward employees who perform exceptionally. Management guarantee job security to their employees and exhibit gender equality in assigning responsibilities to members of staff. The study recommends:

- ❖ Supervisors should provide effective job feedback on assignments carried out by employees in order to know where they are and how they can improve.
- ❖ Managers should make available reward and compensation to employees'
- ❖ Management must ensure that employees do their job in a conducive working environment where they can be fulfilled and achieve their goals.
- ❖ Management must put into practice a democratic leadership style in such a way that employees' input will be sought in policy and decision making.
- ❖ Lastly timely payment of employees' wages and salaries should be practiced so as to ensure employee satisfaction within the organisation.

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