

Impact of Organizational Culture on Workforce Productivity and Employee Satisfaction

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ABSTRACT: *This study aims to evaluate the impact of Organizational Culture on Workforce Productivity and Employee Satisfaction. The study adopted a search design and instruments were adopted from two previous studies; the studies were forwarded to thirty-two human resource managers, and a pilot test was conducted to ascertain and validate the collection instruments. The responses of the human resource managers indicated that the instruments were properly designed and the study was not too intrusive. The study found that not all employees across different background variables are satisfied with all aspects of their jobs; it, however, established a direct relationship between productivity and work satisfaction. Organizations are likely to have workforces that are satisfied and productive when management style and practices reflect organizational values and norms.*

KEYWORDS: *Organizational Culture; Employee Satisfaction; Workforce Productivity.*

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I. INTRODUCTION

The concept for this study has arisen at a time when the value placed on employees' satisfaction and productivity is considered a competitive tool in the highly competitive business markets globally. Organizations have placed more importance on customer relations for business growth and profitability. Consequently, the value attached to the employees for the success of this exercise cannot be overemphasized. The recent upsurge in business principles and practices which seem to promote the welfare of the workforce suggests the understanding that central to the realization of increased levels of business productivity and economic success is the presence of happy, motivated, well-rewarded, and well-trained employees (Kaur et al., 2020). Irrespective of whether employee happiness influences business success, some managers view employee happiness as an objective that they would pursue for its own sake. The underlying principle is that happy employees tend to be more productive (García-Buades et al., 2019). For decades, organizational culture has been acclaimed as a major determinant of workplace productivity and employee satisfaction. Afrifa et al. (2020) state that organizational culture can affect multiple workplace variables such as employee absenteeism, turnover, and workforce productivity by increasing or decreasing job satisfaction, stress, engagement, and self-efficacy. However, the study covered the US and parts of Europe, hence, this research will examine the impact of organizational culture on workforce productivity and employee satisfaction in Ghana's private sector.

The research questions for this paper are as follows:

- i. What are the main features of the organizational culture present in Ghana's private sector?
- ii. How does organizational culture impact the workforce productivity of Ghana's private sector?
- iii. How does organizational culture impact employee satisfaction and job performance?
- iv. What are the standards established for measuring organizational culture compatibility with employees to improve workforce productivity?

The research hypothesis for this paper is as follows:

- H1: The main features of the organizational culture are not present in Ghana's private sector.
- H2: Organizational culture does not impact the workforce productivity of Ghana's private sector.
- H3: Organizational culture does not impact the employee satisfaction and job performance of Ghana's private sector.
- H4: There are no standards established for measuring organizational culture compatibility with employees to improve workforce productivity.

II. METHODOLOGY

The research methodology was quantitatively designed. The research design and instruments were adopted from two previous studies (Hasan et al., 2021; Inayat & Jahanzeb, 2021). The studies were forwarded to

thirty-two human resource managers, and a pilot test was conducted to ascertain and validate the collection instruments. The responses of the human resource managers indicated that the instruments were properly designed and the study was not too intrusive. The main study was administered to employees of selected private sector organizations during the period. Likert scale questionnaires were used for data collection. It gathered the views of Ghana's workforce on their perceptions of organizational culture. The structured questionnaires were divided into four main sections. Section A sought information on the demographic characteristics of the respondents. Section B examined respondents' perceptions of the types of organizational culture that exist in their workplace. Section C questioned respondents regarding the various impacts of organizational culture on employees' behavior and job attitudes. Section D assessed employee satisfaction. Preliminary views of respondents were canvassed on what makes their work appropriate or interesting. Additionally, it also sought to identify what their jobs offer them and the extent to which they are valued by the organization. Finally, the questionnaires also sought responses on how much respect they have in their organization. A simple random sampling technique was adopted to collect responses of 300 employees in the private sector in Accra, Tema, and Kumasi. The study cities were selected because organizations established in Accra, Tema, and Kumasi best represent the entire national economy (Abane et al, 2022). Data gathered through the Likert scale questionnaires was subjected to a variety of statistical techniques.

III. DISCUSSION

Organizational culture has been defined as the characteristics of an organization that influence and shape its members. Organizational culture is considered to have various levels of complexity, often being described as having layers including artifacts, strategies, and internally held assumptions. Founders are considered to have a critical role in establishing and promoting an organization's culture. Organizational culture produces a pattern of beliefs to guide employees in a company. The extent of an organization's culture can be determined based on the members' shared meanings, assumptions, and beliefs. It is seen through successful organizations, where the culture is sustained over time. In the long term, shared assumptions, values, and beliefs influence the company's ethical behavior, material and asset allocation, and stakeholder satisfaction. Ideally, new employees should be exposed to the company's values as quickly as possible, so that they do not learn the 'incorrect' way of behaving. In recent times, culture has become an important issue enhanced by global expansion. The alignment (or misalignment) of the company's culture compared to the culture of another country can impact the organization's performance Murtiningsih (2020). When these employees do not reflect the company's internal culture, it can affect their performance as well as the company's bottom line. Even large multinational companies that have survived without promoting the same culture globally have realized that there are significant financial and human benefits that come from promoting similar values across countries. The organization of managers can enhance the implementation of their strategies through the alignment of organizational culture. Managers can encourage their employees to bond with the organizational culture, indirectly influencing its performance. New strategies promoted by organizational change can lead to disillusionment due to a subculture that does not support the new changes. In the performance of their business, the company's values control employee behavior.

The definitions of organizational culture are wide-ranging and remain quite subjective. Organizational culture is often referred to as shared values, beliefs, and assumptions that govern how people behave in organizations by different writers in the field. However, one of the foremost authorities on organizational culture defines it as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel concerning those problems.

Organizational culture is a very significant but widely misunderstood and less consciously articulated system of control that is developed over time, which has variously been referred to as having strong coercive power that has even been equated to a framework of organizational values. Prominent writers (Li et al., 2021; Azeem et al., 2021) describe organizational culture in simple, intuitive, and practical terms as the air a company breathes, the soul or personality of an organization, which varies from organization to organization. This description meshes with that of another authority, who defines culture as the collective programming of the mind that distinguishes the members of one category of people from those of another (Hofstede, 1991). Organizational culture cannot be treated as something that is easily removable but as a very important aspect of an organization that requires its leaders to effectively manage or direct the organization's members.

Workforce Productivity: Concepts and Measurement

Workforce productivity is the principal factor that significantly contributes to profitability in the organization and is central in determining the general operating performance of the organization. Workforce productivity is therefore recognized as a vital fulcrum for measuring performance and reward in the organization. The productivity of any organization, in the final analysis, relates to the quality and output of its

workforce (Mwenda et al., 2023), and thus one of the main objectives of management is to maintain the efficiency of its workforce. Productivity is explained as a measure of output per worker. Stated otherwise, productivity implies producing a maximum amount of output by a minimum number of workers. Productive employees assist in completing and producing more in a shorter time. Therefore, productivity can be measured by the number of hours worked, the number of units of services delivered, organizational changes brought about by the employee, process improvement, input/output such as profit, and other measurable means applicable to certain industries, customer satisfaction, and employee satisfaction.

There is a growing body of literature that considers the factors influencing workforce productivity. These studies can be classified into two categories: those that identify training, work experience, the educational level of workers, structural factors, team diversity, education and skills, information technology, economic factors, technological factors, entrepreneurial training, and economic restructuring as factors influencing workforce productivity; and those that aggregate all of the aforementioned factors into one integrated productivity model that creates human capital as part of organizational performance systems and internalizes strategic HRM systems. In Ghana, the learning environment, information technology, personal development issues, and the educational background of employees have been identified as factors that can improve workforce capacity (Abane et al, 2022).

There are a few studies evaluating workforce productivity through the relationships between political institutions and economic institutions, managerial style and leadership style, organizational culture, organizational citizenship behavior, satisfaction, motivation, commitment, and working conditions. These studies (Azamela et al., 2022; Opoku et al., 2022) put the spotlight on a micro-organizational level through an evaluation of the external and internal factors underpinning organizational culture. External hierarchical and organizational culture targets optimal outcomes, including organizational performance. Acculturation is implicit in this respect. There were no documented studies on the impact of organizational culture and its influence on workforce capacities, including workforce productivity, initially, in the Ghanaian context.

Employee Satisfaction

One of the many key issues organizations face in the contemporary business environment is the satisfaction of employees, an issue of strategic significance. This is due to the fact that employee satisfaction is vital to the effective performance of organizations. The literature is replete with instances, particularly those of the human relations theorists, where an increase in job satisfaction as a result of a change in the organization's personnel policies led to an increase in worker productivity. For example, reducing frustrations and increasing satisfaction is seen as a primary concern of management. Satisfaction is viewed as a force that drives the employee to perform. Satisfaction has been called an internal reward and contends that it is as effective as an external reward.

It is not surprising that as early as 1969, it was noted that many personnel executives were actively investigating ways and means to increase on-the-job satisfaction and thereby motivate higher job performance (Jamal & Anwar, 2021). Indeed, the relationship between job satisfaction and job performance has continued to dominate the job satisfaction literature. Also, the reported positive relationships between job satisfaction and reduced employee absenteeism, reduced employee turnover, and increased employee willingness to perform well and expend effort on the job have led to several studies on the subject. Many concepts and measures have been proposed in order to gauge the degree of job satisfaction. They include need satisfaction, drives, desires, happiness, morale, contentment, consensus, and congruence (Chaudhuri et al., 2024).

Organizational culture has been defined in several ways. However, culture seems to be more complex and rather challenging to understand sufficiently, and as such, it has received diverse interpretations. Generally, in some way or another, culture mobilizes individuals' actions. These characteristics of being mobilized often revolve around the following: what employees solicit from their organization, and how employees express their beliefs concerning their job, their organization, and other individuals within the institution. In addition, organizational culture can be understood better from the values that constitute it, and the values are the key ingredients that provide employees in their organization with ethos. However, the study of these values, as they relate to their ability to conflict or blend, is one of the most accepted approaches to culture research.

Dimensions that have been frequently reported in the literature, and on which the personality of a particular organization can hinge, include performance, i.e., whether the environment is competitive or cooperative; stability, i.e., whether there is a firm structure; the role of open communication; whether there is individual development of employees; innovative development; and whether time is oriented towards the future and environment. Generally, corporate culture adds that corporate culture is a practice that insinuates how specific companies behave toward identifiable external and internal stakeholders, and it essentially includes standards for dealing with stakeholders. It directly represents the origin of an organization's performance and appears important in delivering financial measures, enhancing social cohesion measures, and motivating

employees. The emphasis is growing in terms of job performance, as it was found that normative commitment links significantly and positively to an employee's work performance, which may lead to job success.

Factors Influencing Employee Satisfaction

Employee satisfaction is the affective response to one's job or work, and it is the result of a personal assessment or evaluation of the extent to which a job fosters or fulfills the needs and motives of the job holder. Employee satisfaction also concerns the specific attitudes an individual has about various aspects of work; it is informed by several factors or components, which encompass personal or individual traits and the work environment. For this research, the personal or individual factors will predominantly focus on need/motive fulfillment, employee work-related traits, and employee personal traits. Work environment or organizational level factors will focus on perceived organizational support, employee relations, and organizational culture. Need fulfillment relates to whether the job provides necessary and desirable job characteristics. The individual's work role traits relate to the perceived value, limits, and obligations associated with the work role. Specifically, this encompasses role conflict, role clarity, and role overload. Personal traits include demographics and other personal variables, such as health and satisfaction concerns. When the organization provides a work environment that acknowledges employees' personal resources, fulfills employees' specific needs, and realizes that its support is important to employee satisfaction and well-being, employee work satisfaction and attitude will be enhanced. Finally, when individuals develop relationships at the workplace and perceive the climate across the dimensions of leadership, justice, job involvement, and intrinsic enjoyment of work as rewarding, it would also enhance work satisfaction and employee attitude, while at the same time resulting in organizational efficiency or effectiveness.

Organizational Culture and Productivity

For many years, there has been awareness and interest from both practitioners and researchers to study the relevance of company culture to business results. In a study on the impact of company culture on company performance, based on 1,000 employees describing the culture and examining the correlation between culture and a variety of performance measures, a relationship between culture and company performance was clearly established (Azeem et al., 2021). The study revealed that company performance is strong for organizations that are guided in their behavior and decision-making by an integrated and consistent set of values. The rapid acceptance of these research findings by numerous individuals and experts from the corresponding industries focusing on organizational culture calls for a discussion regarding the relationship between culture and organizational productivity. A study conducted by Akdere & Egan (2020) with 91 companies and over 20,000 employees in different industries required them to describe the practices and values, as well as examine the financial impact on the organization to prove that the overall company performance of organizations that value customers, innovation, problem-solving, and people results in high financial gains. Using data from over 1,000 companies, a similar analysis revealed that companies with strong cultures and a clear purpose experienced higher revenues and had stronger relative stock price performance than those that did not possess them. Another study viewed employees and customers as highly important, serving as mediators of company performance and success (Chaudhuri et al., 2024).

Organizational Culture and Employee Satisfaction

Most of what is known about organizational culture and employee satisfaction has been a result of research in the Western world. Employee turnover, loyalty, and satisfaction, in particular, have received a lot of attention in the literature. Surprisingly, very few studies have been conducted outside the Western world. Employee satisfaction has often been linked to intrinsic, extrinsic, and structural problems. Among the numerous factors that have been identified to promote satisfaction are job security, job stability, quality leadership, participation in decision-making, team building, pay or fringe benefits based on individual or team performance, and challenging work (Jamal & Anwar, 2021). Employees may also seek organizations that are compatible with their personal and social values.

To expand the understanding of employee satisfaction, it is imperative that research investigating the subject matter is conducted across diverse organizations and cultures. This present study is a contribution to increasing the coverage of this subject in a culturally different country from the Western world. It is hypothesized that one general organizational culture variable, which comprises twenty elements, relates to employee satisfaction in private sector organizations in Ghana.

Research Framework

This framework is based on a review of the existing literature on organizational culture and employee satisfaction. It draws on several theoretical perspectives, including social exchange theory, and McGregor's Theory X and Theory Y.

The conceptual model uses mediating and moderating variables to show how organizational culture affects workforce productivity and employee satisfaction. Organizational culture is the independent variable while Workforce Productivity and Employee satisfaction are the dependent variables.

The mediating variables which include employee motivation and job satisfaction, act as an intermediary between organizational culture and employee satisfaction. The moderating variables include industry type, employee demographics, and geographical location, which may influence the strength and direction of the relationship between the independent variable and the mediating variables.

Finally, to isolate the impact of organizational culture on satisfaction, two types of variables were controlled: organization size and economic environment.

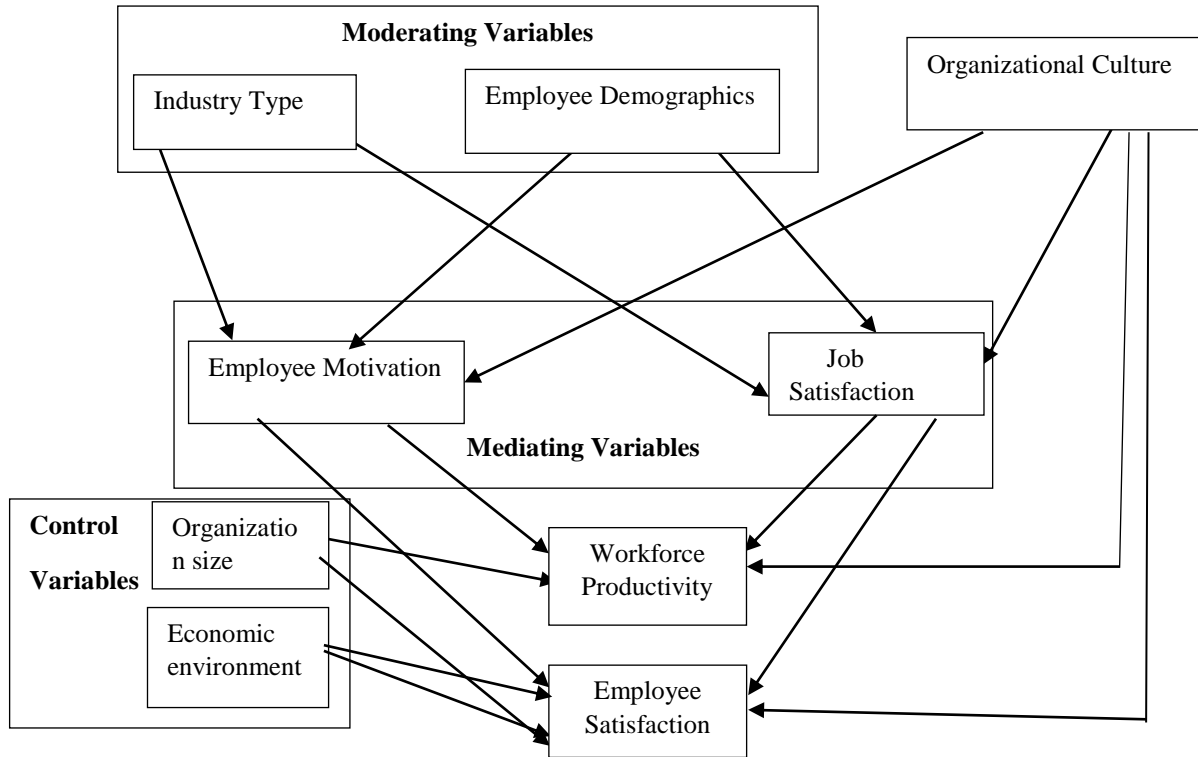


Figure 1: Conceptual Framework

IV. DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Table 1 below shows the test of the hypothesis and the correlation result explains that the dependent correlated itself with a correlation coefficient of 1; the independent variable explains that there is a relationship between the variables in H1, H2, and H3 except for H4. The correlation values of 0.578, 0.766, and 0.683 with p-values of 0.001, 0.000, and 0.000 explains the positive relationship and statistical significance at all levels with the dependent variables respectively. However, the correlation value of 0.726 and p-value of 0.103 explain a fairly strong relationship though not statistically significant.

Hypothesis Testing

Correlations		DEPVAR	H01	H02	H03	H04
DEPVAR	Pearson Correlation	1	.578**	.766**	.483**	.426
	Sig. (2-tailed)		.001	.000	.000	.103
	N	292	292	292	292	292
H1	Pearson Correlation	.578**	1	.747**	.779**	.357

	Sig. (2-tailed)	.001		.002	.002	.015
	N	292	300	300	300	300
H2	Pearson Correlation	.766**	.747	1	.798**	.128
	Sig. (2-tailed)	.000	.022		.002	.027
	N	292	300	300	300	300
H3	Pearson Correlation	.483**	.779**	.798**	1	.389
	Sig. (2-tailed)	.000	.002	.002		.266
	N	292	300	300	300	300
H4	Pearson Correlation	.426	.357	.128	.389	1
	Sig. (2-tailed)	.103	.015	.027	.266	
	N	292	300	300	300	300

Table 1: Correlation Analysis

Impact of Organizational Culture on Productivity

It can be inferred from the finding that a strong cultural value could possibly provide a competitive advantage over other organizations or competitors. It is believed that the recurrent interactions and behaviors of successful companies originate from the promulgated core organizational values. Therefore, the management of the companies has higher chances of making decisions that satisfy stakeholders most of the time. The study results also established a direct relationship between productivity and work satisfaction in the sense that satisfied workers were found to yield higher productivity. The satisfaction that one derives from one's job could be influenced by the organizational culture at the workplace. The motivation that an individual attains through working could be rather expected to diminish without proper recognition from management. Though loss of incentive and decrease in finances are the assumed reasons for a lack of effort, the main underlying reason would be the workers' dissatisfaction with their working conditions. Therefore, job satisfaction could be an internal driver of productivity. The organizational culture plays a significant role in achieving high employee satisfaction and balancing workforce productivity. Through the cultural orientation of the company, it can adopt the needed changes in human resource management and other functions in order to create an organizational culture that will motivate and satisfy its workforce, resulting in high productivity.

Relationship between Organizational Culture and Employee Satisfaction

Employee satisfaction is perhaps best explained as employees' feelings of happiness and fulfillment at work, a valuable means of understanding the nature of the employer-employee relationship. It arises from individuals' perceptions of the culture at their workplace, as well as their subsequent behavior. Employee satisfaction is observable from attitudes, behavior, and outcomes at work, and includes short-term, long-term, and attitudinal components. The short-term component usually surfaces as positive or negative reactions to specific jobs and their respective tasks. The long-term component of employee satisfaction is a feeling of consistent well-being at work, characterized by positive assessments of work, while the attitudinal component is psychological and reflects an individual's general work satisfaction. It is evident that not all employees across different background variables are satisfied with all aspects of their jobs, and studies in organizational behavior and human resources literature have consistently shown a relationship between organizational culture and employee satisfaction.

Members with common beliefs and values create an organizational culture, and they actively or passively signal their specific culture to new members. This explains the result of the hypothesis testing which showed a fairly strong relationship between organizational culture and employee satisfaction. Once observed, it can be inferred that these beliefs are applicable in most situations, indicative of consistency, and they drive the cumulative development of norms, practices, and systems that are familiar to organizational members and that are related to core organizational issues. The organization's culture is developed as a response to challenges and events, and when the organizational culture is well matched to its environmental conditions, it is considered to be positive. Culture is crucial as it reflects values, norms, and acceptable patterns of behavior, serving as guidance to organizational members. In so doing, it has the final task of facilitating stability, order, and social communication among members, and some theories of culture suggest integration of its responses to encompass a focus on ideas and ideologies. Moreover, cultural consistency can lead to enhanced organizational internal functions and greater adaptability, which are beneficial, based on the strong relationship between firm performance and fit with the perceived organization's culture. It is generally accepted that when internal and

external behavior is congruent, it positively influences satisfaction, motivation, and performance. Furthermore, as culture often generates and maintains value systems, it is postulated that the desired employment relationship and defined worth of the employment condition influence the employee's satisfaction and motivation in return.

V. CONCLUSION AND RECOMMENDATION

In terms of fostering a productive workforce, there should be employee involvement in decision-making, employee suggestion schemes, ample opportunity for employees' contributions, effective leadership styles, and rewards and recognition that conform to the various needs of employees. Organizations should engage in informal groups by understanding and addressing their concerns, and increase the intrinsic motivation of employees by inquiring and building on their interests and employee input as part of internal change management. Paradoxically, commitment to the team can increase organizational and employee commitment; thus, it behooves the management to demonstrate a commitment to the team. To embark on leadership training for the senior staff of the company, constantly evaluate the effectiveness of leadership actions, and design and carry out relevant manager training. Businesses should frequently evaluate the effectiveness of rewards and recognition by identifying why they are not effective and whether they differ between various employee groups.

Intrinsic employee motivation can be increased, and differential treatment of employees is avoided by increasing the frequency and transparency of communications within the organization. Employees can be motivated by informing them about their roles, increasing their competency by shaping the understanding of stakeholders about what the company stands for and recognizing and seizing the need for quick wins along the way, pointing out that strong employee involvement and commitment can make a difference. Virtual teams are also an innovative way of advancement and continuous improvement but are not applicable to traditional companies. The advantage of this is that senior employees can move away from transactional leadership to transform into transformational leaders, who use charisma, individualized consideration, and their ability to provide intellectual stimulation that helps employees think independently while achieving the organization's broad objectives. Recognition of these factors will encourage valuable assets to stay with the company.

Practical Strategies for Enhancing Organizational Culture

In order to create and nurture an effective organizational culture, the management staff and leadership can instigate a number of strategies. The practical strategies for enhancing organizational culture in the private sector include the development of strong values, commitment of leadership, and implementation of a clear mission and vision; devolution of power; encouragement of learning among employees; practices such as recruitment and selection to fit; care and motivation; continuous monitoring of the impact of organizational culture; and reinforcing rituals, symbols, and routines. Enhancing organizational culture centers around the development of shared values, commitment of leadership to the mission and values of the organization, and the organizational structure designed to ensure the practical implementation of these through devolution of power. The identification of the local subcultures existing in the company or the different parts of the focus is important since the manner in which subcultures are developed is different from that of the wider organizational culture. Action-minded cultures emphasize rapid and timely feedback and allow people to act first and then refine the approach. In flexible organizations, wide dyadic networks of communication enable large numbers of subordinates to call on any employee that they feel has relevant expertise. Participative decision-making, widely shared influence, up-and-down communication, and respect for the opinions of others facilitate the development of a decentralized authority structure. Companies can create structural designs that mirror their customized strategies. As a company evolves, its employees can and should migrate among groups or seek new methods of working that better fit with the new strategy. The speed of technological change in today's world is quicker than ever, necessitating very brief orientations and reorientations of appropriate behavior patterns on the part of employees. However, it is important that leaders comprehend the need and the idiosyncratic forces at play that would keep change in concert with the organization's shared values. Morale building implies reinforcing the climate of participative decision-making built around empowerment, providing workers with meaningful tasks, ensuring they have the information they require, and paying attention to their well-being, recognition, pay, and benefits.

Conclusion and Future Research Directions

In summary, it is becoming increasingly important to acknowledge the influence and impact of organizational culture on employee satisfaction and workforce productivity. Organizational culture shapes the unique approach and makeup of private sector organizations. The study builds a new theoretical framework of the influence of organizational culture on the outcome of employee satisfaction and workforce productivity. Built on the core tenets of person–environment fit theory and social exchange theory, the framework was tested using data collected from responsible employees of selected private sector organizations. The results show that

while some cultural traits are beneficial to employee satisfaction and workforce productivity, other presumed traits tend to be negatively related.

Many lessons can be drawn from the findings and the empirical study. To start with, the study provides evidence that organizational culture matters to employee satisfaction and workforce productivity; this should be considered by management. Indeed, organizations are likely to have workforces that are satisfied and productive when management style and practices reflect organizational values and norms. This study also offers insight into the direction and strength of these influences. Furthermore, this study can be used as a foundation for future research in the areas of employee satisfaction and workforce productivity.

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