

# Impact of Job Satisfaction on Organizational Performance Among the Employees Working in Non Government Organization (NGO) in Jaipur

Avni Sharma<sup>1\*</sup>, Pinky Arora<sup>2</sup> and Shilpi Bagga<sup>3</sup>

<sup>1</sup>Assistant Professor, School of Business and Management, Jaipur National University, Jaipur, Rajasthan, India. Email: [avnisharma.14mar@gmail.com](mailto:avnisharma.14mar@gmail.com)

<sup>2</sup>Assistant Professor, School of Business and Management, Jaipur National University, Jaipur, Rajasthan, India. Email: [pinkyarora255@gmail.com](mailto:pinkyarora255@gmail.com)

<sup>3</sup>Associate Professor, School of Business and Management, Jaipur National University, Jaipur, Rajasthan, India. Email: [shilpibagga@gmail.com](mailto:shilpibagga@gmail.com)

\*Corresponding Author

**Abstract:** The world is full of challenges, which are widely acknowledged that the state alone in most cases cannot resolve, hence the need for a helping hand from other actors such as Non Governmental Organizations (NGOs). There is no doubt that for the success of every organization workers play a key role as daily operations are carried out by them. NGOs are defined as private, nonprofit-making organizations that aim to serve societal interests by focusing advocacy or operational efforts on social, political and economic goals, including equity, education, health, environmental protection and human rights (Teegen, Doh, and Vachani, 2004). The purpose of this study is to explore the link between the factors effecting job satisfaction and the organizational performance of employees in NGO. Research was conducted on a research sample of 100 employees working in Non Government Organization (NGO). Detailed analysis showed that the connection between job satisfaction and employee's performance is stronger.

**Keywords:** Job satisfaction, Nongovernment organization, Organizational performance.

## I. INTRODUCTION

The role and importance of nongovernment organization in the development of many countries are now days are clearly significant. The NGO's now undertake a wide and diverse range of activities in region. NGOs are defined as private, nonprofit-making organizations that aim to serve societal interests by focusing advocacy or operational efforts on social, political

and economic goals, including equity, education, health, environmental protection and human rights (Teegen, Doh, and Vachani, 2004). NGOs in India has been promoting and making resources and information collaboration for two decades. With the creative and constructive networking among the NGOs to develop an effective partnership so they can work to implement their objects to develop and improve the socio-economic status of the society. Many NGO exist because they do not want funds or want to work with more than their available resources, this is possible through volunteers and support persons. NGO also work to improve the policies, enhances the work pattern, improves and implement the welfare scheme of government and causes of human welfare. It is beyond any doubt that leaders play a vital role in the successful functioning of an organization. Successful leaders are not only those who have a great experience or huge masses behind them, but successful leaders are those who have the qualities like initiative, cultural sensitivity and readiness to see the world as an opportunity to explore. The purpose of the paper is to study the factors affecting job satisfaction in nongovernment organization in Rajasthan that makes NGO successful.

### *Overview of Organization's (In Rajasthan)*

Rajasthan NGOs are participating in social development and charitable issues organized by government and welfare groups. Rajasthan NGOs are always ready to come ahead to work for the upliftment and betterment of the children, women development, education, social awareness and other objectives. Following are the names of NGO which is undertaken in the study are:-

TABLE I: NAMES OF NGO IN JAIPUR

S. No.	Name of the Non Government Organization	Year of Foundation
1	Disha Foundation	2002
2	Positive Women Network of Rajasthan	1958
3	Vatsalya Jaipur	1994
4	Deepshikha Mahila Baal Utthan Samiti	1987
5	Rays Aasha ki Ek Kiran	2015
6	Mother Teresa Home	1963
7	Volunteering with India	2008
8	Udayan Care	1994
9	Sankalp	2014
10	Aashray Care Home	2006

Source: [www.dishafoundation.org](http://www.dishafoundation.org), "<http://www.pwnplus.in>, [www.indianngos.org](http://www.indianngos.org)" [www.pwnplus.in](http://www.pwnplus.in), [www.indianngos.org](http://www.indianngos.org), [Motherteresafoundation.org](http://Motherteresafoundation.org), [www.volunteeringindia.com](http://www.volunteeringindia.com), [sankalpfoundation.co.in](http://sankalpfoundation.co.in), [www.mindroot.org](http://www.mindroot.org)

The above Table I shows name of the non government organization in Jaipur undertaken in this study.

## II. LITERATURE REVIEW

Pandey, Soodan & Jamwal (2014) found in their study on rural development organizations of Uttarakhand that recognition of employees and their acclaim are important constituents of employee satisfaction. Khan *et al.* (2014) found that transformational leadership plays a vital role and has a significant impact on job satisfaction and helps to improve firm financial performance as compared to transactional leadership

Work has two aspects objective and subjective aspects (Maglio, Injoque-Reichle & Leibovich de Figueroa, 2010; Vinopal, 2012). Objective aspect of the work can be seen or observed directly such as work conditions (Maglio *et al.*, 2010). The subjective aspect of the work is related to how employees perceive his or her work such as satisfaction with work (Ljunberg & Neely, 2007; Maglio *et al.* 2010; Venopal 2012). Work fulfils the need for individual both economic and non-economic needs. Some kinds of individual needs are related to money (example sustaining a standard living and status), whereas some kind of individual needs is not related to money (e.g. skill development, self-esteem, psychological fulfilment, identity and social interaction) (Coetzee and Bergh, 2009). In NGO the Research on work was merely seen (Mitra, 2011). Work in NGO might different from those business and government organizations as they have different missions (Analoui & Samour; Valentinov 2012). Business Organization needs to maximize profit for themselves (Baloh Jha and Awazu; 2008) while NGO is described as non-profit making organizations. (Gray, Bebbington and Collision, 2006). A study done by Bjerneld in 2006 states that the volunteers

were interested in job itself (example an Exciting challenge of job), while they also sought for secure working conditions and sufficient salary. Hence, objective and subjective both the works are done in NGO.

Naile & Selesho (2014) tried to identify the role of leadership style in motivating the employees to remain committed to their work. The study results highlighted what aspects of motivation like relationship trust, inspiring a shared vision, encouraging creativity and emphasizing development act as positive aspects that help motivate employees towards their work. Mc Cann *et al.* (2014) found a significant correlation between leadership and employee satisfaction.

Voon *et al.* (2011) found transformational leadership style has a stronger relationship with job satisfaction and suggested transformational leadership suitable for managing government organizations. The study results suggested that choosing the appropriate leadership style for an organization leads to increased profitability.

Bhatti and Qureshi found out that there is a positive relationship of job satisfaction with employee participation, employee commitment and employee productivity [2]. This finding also adds to the advantages of the job satisfaction of employees by adding that at the same time it has a positive effect on three factors like productivity, commitment and participation in work activities.

Damir Danijel Zagar (2007) in his study "survey of job satisfaction and organizational climate at the University Computing Center, Zagreb" says that employees perceive lots of strong sides of the organization as well as those that need some improvement. Collection and interpretation of openness of the employees systematically and meaningful measures from the management could be an important step for the employees to change their perception from not being asked for the opinion and to become real partners in mutual efforts to successful and satisfied organization.

Anonymous (2006), happy workers may not necessarily be productive workers, because at the individual level, the evidence suggests the reverse to be more accurate, that productivity is likely to lead to satisfaction. If one moves from the individual level to that of the organization, there is renewed support for the original satisfaction - performance relationship. Studies have however found that the relationship between job satisfaction and performance is stronger in cases where pay or compensation is linked to the employee's performance as opposed to cases where there was no possibility of pay being linked to performance. Other variables that moderate the relationship between satisfaction and performance include: self-esteem of the individual, organizational tenure, cognitive ability, need for achievement, career development, affective disposition and situational constraints.

Parker *et al.* (2003) reported that variations in job satisfaction and similar effects accounted for the relationship between individual's perceptions and performance.

Employee empowerment initiatives have become popular because of the relationship between empowerment, commitment, and job satisfaction. Empowerment programmes are intended to produce satisfied and committed employees. The Workplace Employee Relations Survey (WERS) conducted by Culley (1998) lends support to the association between measures designed to engender employee commitment and levels of job satisfaction. Hence, managers have to provide employees with challenging work that will enable them to realize their potential. Employee participation in problem-solving and decision-making is one of the ways to help employees realize their potential thereby increase their commitment and satisfaction.

Menon (1995) surveyed 311 employees in an organization and found that greater job autonomy and meaningfulness of the job led to greater perceived control and empowerment. He found that the greater the empowerment, the greater was the motivation to work among employees and increased employee commitment to organizational goals.

Guest (1987) identified job satisfaction as one of the outcomes that human resource management should endeavor to develop. Job satisfaction will yield certain specific and desirable behaviors through which desirable organizational outcomes such as quality, efficiency, productivity, and longevity can be achieved. Thus, organizations must pursue policies and activities aimed at securing commitment from employees. Employee empowerment initiatives encourage employees to be more contented and satisfied with their work.

Herman *et al.* (1975) studied 392 workers in a printing plant and investigated the relative importance of demographic characteristics of employees and their position in the organizational structure in explaining job satisfaction and other attitudes. Demographic factors like age, sex, marital status, family size, number of family-wage earners and education were taken for the analysis. It was found that employee's organizational position (which was indexed by job level, shift, department, tenure incorporation) was a far more important predictor of attitudes than the individual demographic variables.

Schultz (1973) in his book 'Psychology and Industry Today' attempted to explain work values, motivation and job satisfaction on the basis of a brief review of the literature. The study found traditional values for work for older workers. These variables include, "a strong loyalty to the company for which they worked; a strong motivation force: drive for money and status; a strong need for job security and stability and a strong identification with work roles rather than with personal roles off the job." The study found that values of work of new breed of work differ sharply from those of the old breed.

Iris and Barrett (1972) found a positive relationship between importance of work and life satisfaction on the basis of variables such as promotions, co-workers, supervision, pay etc. They found it apparent that degree of job satisfaction could moderate the relationship between the importance of job aspects and life satisfaction.

Hackman and Lawler (1971) developed and tested a conceptual framework emphasizing the importance of the "fit". Between job characteristics and individual worker needs a preceding job satisfaction, performance and absenteeism. Data was collected from 208 telephone company employees (about one-third female/and 62 supervisors). It was found that job satisfaction was high on four core dimensions, namely, variety, autonomy, task identity (the opportunity to do whole piece of work) and feedback as compared to other job characteristics. It also depicted that the importance of employee's perception of their jobs influenced work-related attitudes and behaviours.

Hardin (1969) analyzed that the identified questionnaire data collected from 196 office employees at the start and end of a six months period showed that change in 26 overall job satisfaction as perceived at the end was very poor. Perceived change in job satisfaction had zero regression on initial satisfaction but regressed very significantly on terminal satisfaction and on change in 14 job aspects as perceived at the end of the period.

Betz (1969) interviewed one hundred and eighty-six female employees of a chain of discount department stores and interpreted them as supportive of the hypothesis that job satisfaction results from the "correspondence" of individual needs and environmental reinforces. The good fit principle was applied to know the level of job satisfaction. Five indicators of need reinforces applied for each employee to know the level of their job satisfaction.

Lawler and Porter (1967) summarized the results of research on a sample of 148 middle and lower-level managers in five organizations on the relationships between job satisfaction and performance, indicating little or no relationship. The study hypothesized that there is a strong relationship between performance and intrinsic rewards, which is derived from the performance of the task itself, while extrinsic rewards, such as pay, security and working conditions, were found subject to several other influences.

### III. RESEARCH GAP

From the literature review it has been observed that none of the studies has been done on the job satisfaction and organizational performance in nongovernment organization. In India because most of the studies have been done in corporate sector and government organization.

Fewer studies are done on NGO because most studies are done on leadership style, women empowerment challenges, leadership style in nongovernment organization.

### IV. RESEARCH METHODOLOGY

#### A. The Objective of the Study

- To determine the job satisfaction level of employees working in the nongovernment organization.

- To know the effectiveness of the organization in their internal and external environment.
- To analyze the factors responsible for the growth and the recognition of the nongovernment organization.
- To determine the relationship between organizational performance and job satisfaction among employees working in NGO.

*B. Research Methodology and Sample Design*

The present study is empirical in nature and survey method was adopted. A structured no disguised questionnaire was used to collect the information. The study was conducted by selecting the employees of the nongovernment organization. Efforts were made to collect all the information through available reference material. The questionnaire used to study the factors affecting job satisfaction in nongovernment organization.

*C. Type of Sampling*

Systematic sampling used in the study. An unstructured non disguised questionnaire was used to collect the information.

The study was conducted by getting the views of the employees working in the nongovernment organization. Efforts were made to collect all the relevant information.

*D. Sample Size*

The questionnaire used to study job satisfaction in the organization and has seven parameters of job satisfaction and four parameters of organizational performance. The sample size was 170. The questionnaire was distributed in four organizations and out of those samples 100 respondents fill the questionnaire.

*E. Data Analysis and Interpretation*

The data for the research has been collected through personal interview by using the structured questionnaire. Secondary data has been collected through Books and Journals.

V. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The below depicted Table II is showing demographic profile of respondents.

TABLE II: MALES AND FEMALES WORKING IN THE ORGANIZATION

	Frequency	Response in %
<b>Gender</b>		
Male	45	45%
Female	55	55%
<b>Age</b>		
20-35	35	35%
35-50	40	40%
Above 50	25	25%
<b>Educational Qualification</b>		
Graduation	40	37%
Post Graduation	35	35%
Higher Qualification	25	25%

*A. Nature of Work*

TABLE III: JOB IS SUITABLE IN THIS POSITION

S. No.	Options	Response in %
1	Strongly Agree	23%
2	Agree	42%
3	Neutral	25%
4	Disagree	6%
5	Strongly Disagree	4%
	Total	100%

*Interpretation*

It has been found from the Table III and Fig. 1 that 42% respondents agree with the statement, 6% disagree,

4% strongly disagree that job is suitable in this position.

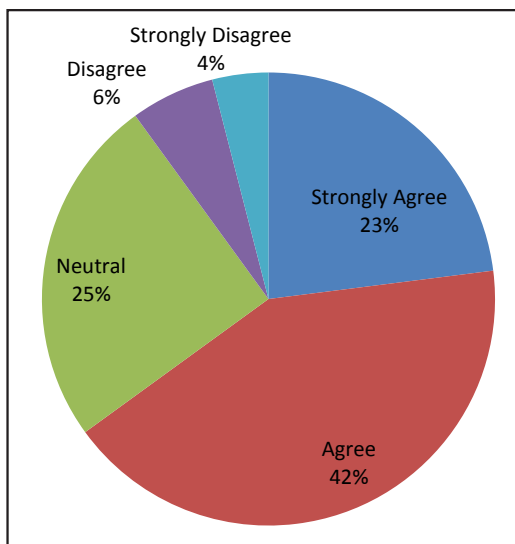


Fig. 1: Job is Suitable in this Position

TABLE IV: ABILITY TO IMPROVE SKILLS IN THE JOB

S. No.	Options	Response in %
1	Strongly Agree	27%
2	Agree	47%
3	Neutral	14%
4	Disagree	12%
	Total	100%

*Interpretation*

It has been found from the Fig. 2 and Table IV that 27% of respondents were strongly agree, 47% agree, 14% gave neutral response and 12% were disagree from the same.

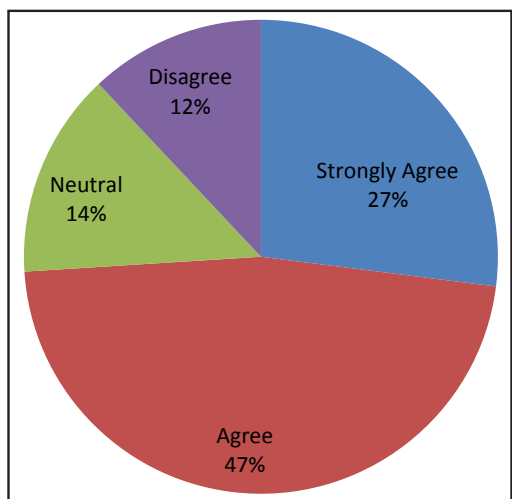


Fig. 2: Ability to Improve Skills in Job

TABLE V: ABILITY TO COMMAND DIGNITY AND RESPECT FROM JOB

S. No.	Options	Response in %
1	Strongly Agree	56%
2	Agree	44%
	Total	100%

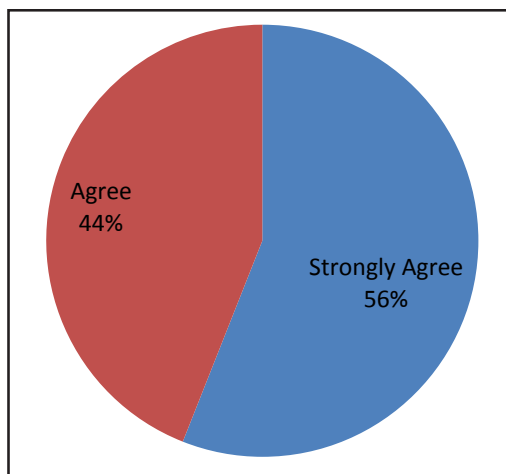


Fig. 3: Ability to Command Dignity and Respect from Job

*Interpretation*

It has been found from the Table V and Fig. 3 that 56% strongly agree, 44% agree that there is the ability to command dignity and respect from the job.

TABLE VI: THE IMPORTANCE IS GIVEN TO EMPLOYEE'S IDEAS TO DO THINGS BETTER

S. No.	Options	Response in %
1	Strongly Agree	31%
2	Agree	40%
3	Neutral	18%
4	Disagree	9%
5	Strongly Disagree	2%
	Total	100%

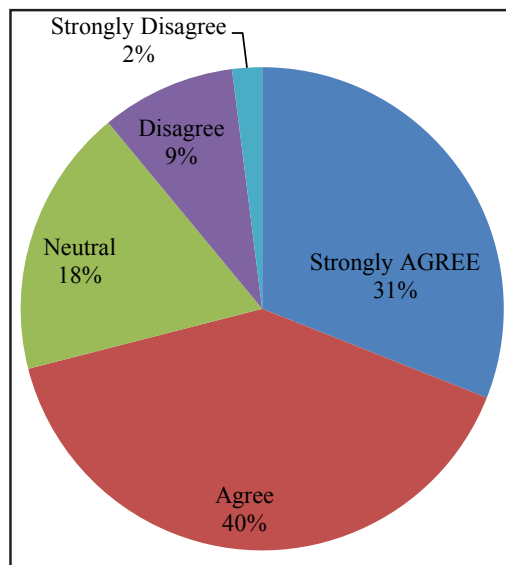


Fig. 4: Importance Given to Employee's Ideas to do Things Better

*Interpretation*

It has been interpretative from the Fig. 4 and Table VI that 31% respondents gave strongly agree response, 40% agree, 18%

gave neutral response, 9% disagreed from the same that there is importance given to the employee's ideas to do things better.

TABLE VII: THERE IS COMMUNICATION AMONG EMPLOYEES IN THE ORGANIZATION

S. No.	Options	Response in %
1	Strongly Agree	42%
2	Agree	38%
3	Disagree	20%
	Total	100%

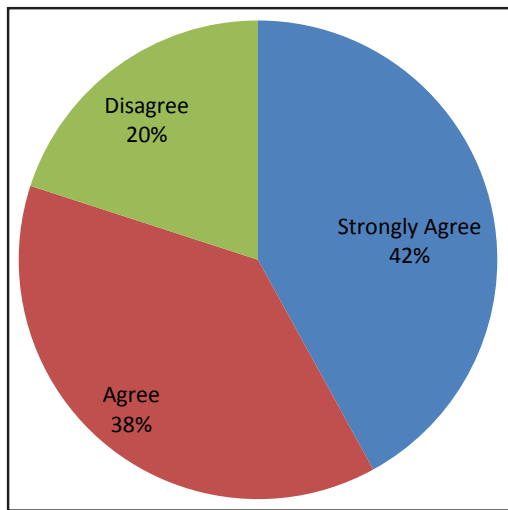


Fig. 5: Communication Among Employees

*Interpretation*

It has been found from the Table VII and Fig. 5 that 42% employees strongly agree that there is communication among employees in the organization, 38% agree, 20% disagree from the same due to the misunderstanding among them.

TABLE VIII: EMPLOYEES ARE SATISFIED WITH THEIR EARNINGS

S. No.	Options	Response in %
1	Strongly Agree	30%
2	Agree	28%
3	Neutral	27%
4	Disagree	15%
	Total	100%

*Interpretation*

It has been interpretive from the Table VIII and Fig. 6 that 30% of employees gave strongly agree on a response, 28% were agree, 27% gave neutral response. In NGO people get less salary than the employees working in corporate sector.

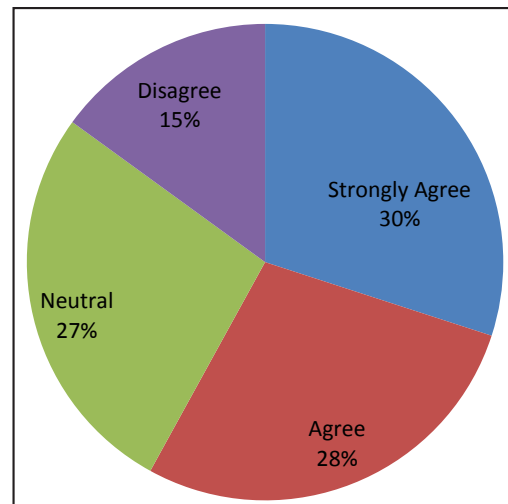


Fig. 6: Employees are Satisfied with their Earning

TABLE IX: REQUIREMENT OF PHYSICAL EFFORTS AND PREVIOUS EXPERIENCE TO DO THE JOB

S. No.	Options	Response in %
1	Strongly Agree	30%
2	Agree	27%
3	Neutral	16%
4	Disagree	17%
5	Strongly Disagree	10%
	Total	100%

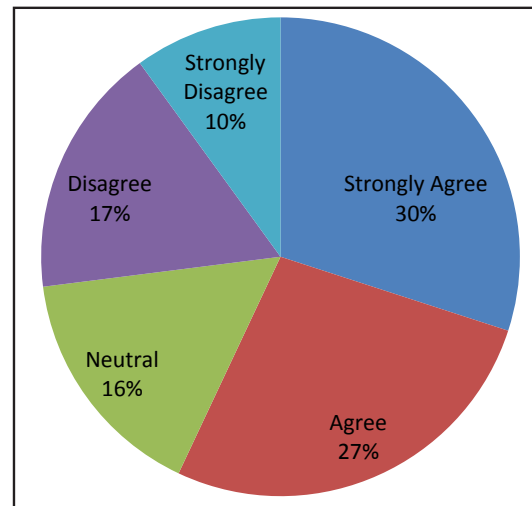


Fig. 7: Requirement of Physical Efforts and Previous Experience

*Interpretation*

It has been analyzed from the Table IX and Fig. 7 that 30% employees were strongly agree, 27% employees were agree, 16% employees gave neutral response, 17% disagree and 10% employees were strongly disagree that there is a requirement of previous efforts and experience to do the job in NGO.

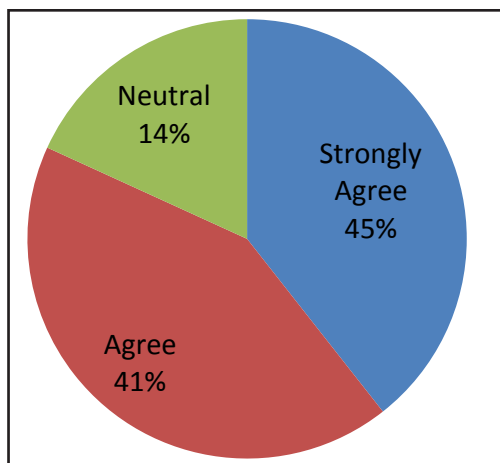


Fig. 8: Cooperation Among the Employees in the Organization

*Interpretation*

It has been found of the Fig. 8 that 45% employees were strongly agree that there is mutual cooperation among employees in the organization, 41% employees were agree from the same.

TABLE X: PROPER SANITARY FACILITIES AVAILABLE IN THE WORKPLACE

S. No.	Options	Response in %
1	Strongly Agree	33%
2	Agree	44%
3	Neutral	18%
4	Disagree	5%
	Total	100%

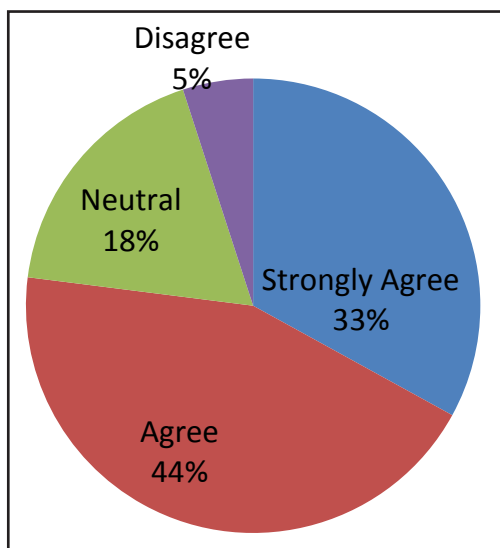


Fig. 9: Proper Sanitary Facilities Available in the Workplace

*Interpretation*

It has been found from the Fig. 9 and Table X that 33% employees were strongly agree, 44% employees were agree, 18% were neutral and 5% were disagree from the same that there are proper sanitary facilities available at the workplace.

TABLE XI: AVAILABILITY OF PLEASANT PHYSICAL ENVIRONMENT

S. No.	Options	Response in %
1	Strongly Agree	42%
2	Agree	45%
3	Neutral	13%
	Total	100%

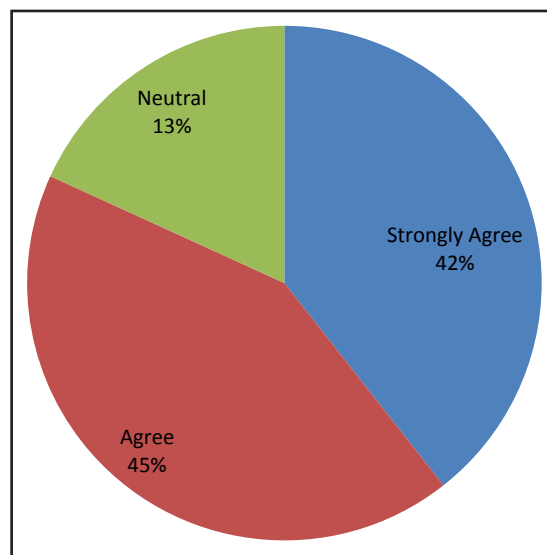


Fig. 10: Availability of Pleasant Physical Environment

*Interpretation*

It has been found from the Fig. 10 and Table XI that 42% employees were strongly agree, 45% employees were agree and 13% employees gave neutral response that there is the availability of pleasant physical environment for the employees working in NGO.

TABLE XII: PROVISION OF SAFETY APPLIANCES AT THE WORK PLACE

S. No.	Options	Response in %
1	Strongly Agree	26%
2	Agree	49%
3	Neutral	12%
4	Disagree	13%
	Total	100%

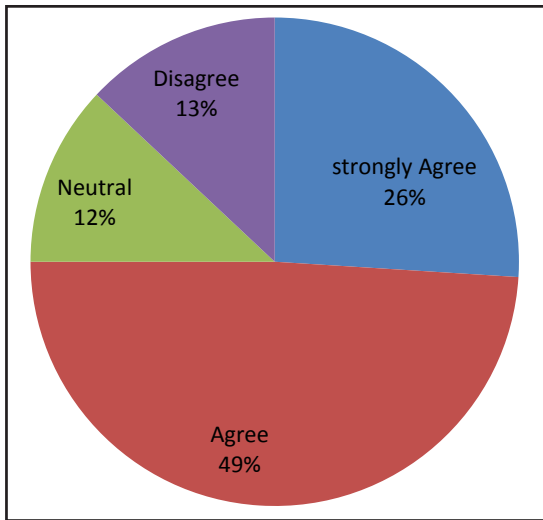


Fig. 11: Provision of Safety Appliances at the Workplace

*Interpretation*

It has been analyzed from the Fig. 11 and Table XII that 26% employees gave strongly agree response, 49% agree, 12% gave neutral response, 13% were disagree from the same that there is provision of safety appliances at the workplace.

TABLE XIII: COMMUNICATION OF VISION AND MISSION TO ALL THE STAFF

S. No.	Options	Response in %
1	Strongly Agree	46%
2	Agree	31%
3	Neutral	14%
4	Disagree	9%
	Total	100%

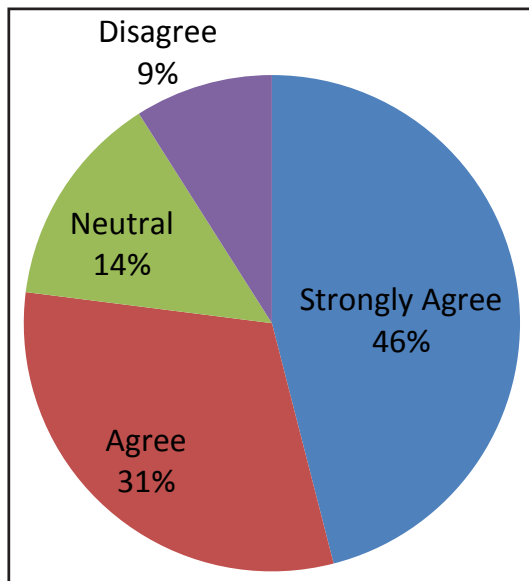


Fig. 12: Communication of Vision and Mission to all the Staff

*Interpretation*

It has been analyzed from the Fig. 12 and Table XIII that 46% of employees were strongly agree, 31% employees were agree, 14% gave neutral response and 9% were disagree from the same. In NGO there is vision and mission because then only funds are raised for the particular project.

TABLE XIV: PROGRAMMES CONDUCTED FOR THE DEVELOPMENT OF EMPLOYEES IN NGO

S. No.	Options	Response in %
1	Strongly Agree	37%
2	Agree	49%
3	Neutral	14%
	Total	100%

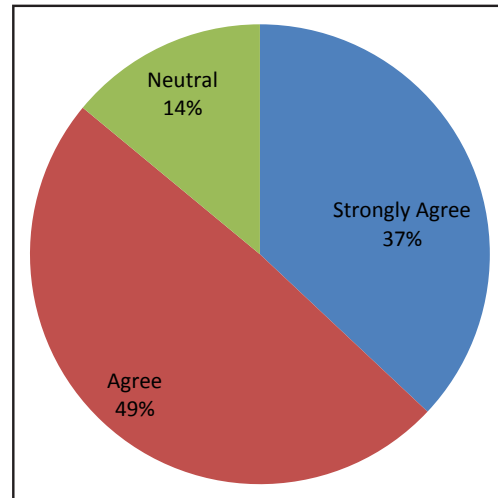


Fig. 13: Programmes Conducted for the Development of Employees

*Interpretation*

It has been from the Fig. 13 and Table XIV that 37% of employees gave strongly agree response, 49% were agree, 14% gave neutral response that the programmes conducted for the development of employees in NGO.

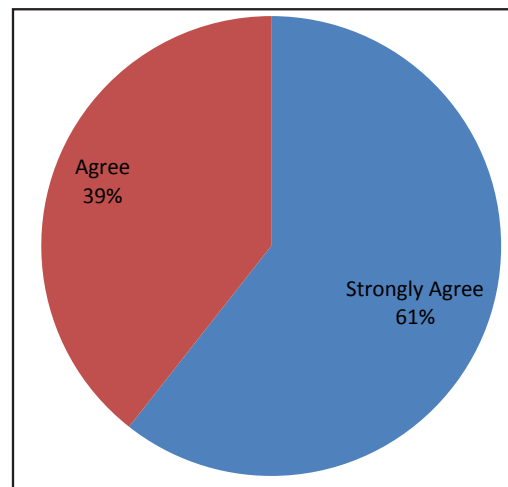


Fig. 14: Employees Feel Proud to be Part of NGO

### Interpretation

It has been found from the Fig. 14 that 61% of employees gave strongly agree response and 39% gave agree response that they feel proud to be the part of NGO.

## VI. FINDINGS

- It has been found that more female employees work in NGO rather than the male employees. 35% employees work under the age group of 20-35 years of age, 40% employees work under 35-50 years of age group, 25% employees work under the age of 50 years and above.
- 42% of respondents agree with the statement, 6% disagree, 4% strongly disagree that job is suitable in this position.
- Respondents agree that there is ability to improve skills in this job as it is a social worker and employees do this voluntarily so they feel happy and satisfied with their work. The importance is given to employees ideas to do things better because new way of doing the work and new methods are always helpful in NGO.
- Most of the employees agree with the statement that there is communication among employees and mutual cooperation among the employees in the organization. If there will be same then the employee can work in a new way and satisfaction level increases which ultimately improves the performance of NGO.
- There is communication of mission and vision to all the staff so that work can be done according to it. Employees gave a neutral response that there is a requirement of previous efforts and skills in the previous job because in every job there is scope learning something new and the way activities are conducted in NGO in that environment employees learn and use new ways of doing work.
- 65% employees strongly agree that there is provision of safety appliance at the workplace and it is essential because in case of injury of the employee's medical facilities should be available. Most of the employees agree that superiors have good relationship with them as well as they take care of the children and old age people very well. There is better communication among all the members working in NGO.
- 70-80% employees feel proud to be part of NGO because it gives immense pleasure to them to work for the growth and development of the poor needy and underprivileged children. Many people who are living in Jaipur visit NGO and celebrate their birthdays with them and some of them give useful items as per their convenience.

## VII. CONCLUSION

It has been found from the study that different parameters of job satisfaction and organizational performance can be used to create or enhance job satisfaction among employees working in NGO. These attributes include communication among employees, good working environment, commitment

of employees, creativity and innovativeness, motivation, knowledge management and organizational culture. Hence management of NGO ought to look into the ways of empowering their employees as it leads to good job satisfaction.

It has been found that there is need for more empowering the employees and employees have to show their full commitment towards their work as well as more involvement in decision making.

NGO can come up with the new employee development programmes like on the job training as well as off the job training programmes so that the NGO can get good recognition in the society and will achieve their goals in a more efficient way.

## VIII. SUGGESTIONS

- Other factors can be taken in the study apart from analyzing the impact of job satisfaction of the employees working in the organization.
- NGO need to create an organizational culture that supports and facilitates employee empowerment and employee job satisfaction. Such a culture includes building more trust, changing management perspectives, providing opportunities for skill development and opportunities of career growth with in the organization.
- Employee empowerment programmes need to be developed in NGO which includes delayering and inclusion of self-directed team which have discretion in doing their work. The organization must support efficient information exchange to facilitate communication.

## IX. LIMITATION AND SCOPE OF THE STUDY

- The study is limited to NGO.
- The sample size was less because the questionnaire was distributed to the large sample but due to the constraint of time questionnaire response came less.

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