

WORK CULTURE AND ITS IMPACT ON JOB SATISFACTION

Dr. Sandeep Bansal,
Associate Professor, I G N College, Ladwa, India.

ABSTRACT

Work culture plays an important role in extracting the best out of employees and making them stick to the organization for a longer duration. The study is conducted to examine the Work Culture theory and practices with emphasis on the effectiveness of employee's satisfaction. The organization must offer a positive ambience to the employees for them to concentrate on their work rather than interfering in each other's work. This paper deals with the study of: Beliefs, thought processes, attitudes of the employees, Ideologies and principles of the organization and it develops with time. It is the work culture which decides the way employees interact with each other and how an organization functions. This paper emphasizes on work culture and its impact upon job satisfaction of different employees in banking sector.

Keywords: *Work Culture, Job Satisfaction, Work Practices, Banks.*

INTRODUCTION

Work culture is a concept which deals in the study of: Beliefs, thought processes, attitudes of the employees, Ideologies and principles of the organization. An organization is formed to achieve certain goals and objectives by bringing individuals together on a common platform and motivating them to deliver at their best level. It is essential for the employees to enjoy at the workplace for them to develop a sense of loyalty towards it.

In layman's language work culture refers to the mentality of the employees which further decides the ambience of the organization. An organization is said to have a strong work culture when the employees follow the organization's rules and regulations and adhere to the existing

guidelines. However there are certain organizations where employees are reluctant to follow the instructions and are made to work only by strict procedures. Such organizations have a weak culture.

CHARACTERISTICS OF A HEALTHY WORK CULTURE

A healthy work culture leads to satisfied employees and an increased productivity.

Employees must be cordial with each other. One must respect his fellow worker. Backbiting is considered strictly unprofessional and must be avoided for a healthy work culture. One gains nothing out of conflicts and nasty politics at work.

- **Each employee should be treated as one.**
- **Appreciating the top performers is important.**
- **Encourage discussions at the workplace.**
- **Organization must have employee friendly policies and practical guidelines**
- **The “Hitler approach” does not fit in the current scenario**
- **Promote team building activities to bind the employees together.**

Types of organization culture:

- **Normative Culture:** In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.
- **Pragmatic Culture:** In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.
- **Academy Culture:** Organizations following academy culture hire skilled individuals. The roles and responsibilities are delegated according to the back ground, educational

qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. They ensure that various training programmes are being conducted at the workplace to hone the skills of the employees. The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. The employees in an academy culture stick to the organization for a longer duration and also grow within it. Educational institutions, universities, hospitals practice such a culture.

- **Baseball team Culture:** A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning. In such a culture, the individuals always have an upper edge and they do not bother much about their organization. Advertising agencies, event management companies, financial institutions follow such a culture.
- **Club Culture:** Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification and interests. Each one does what he is best at. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.
- **Fortress Culture:** There are certain organizations where the employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stock broking industries follow such a culture.
- **Tough Guy Culture:** In a tough guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored. Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.

- **Bet your company Culture:** Organizations which follow bet your company culture take decisions which involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.
- **Process Culture:** As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

REVIEW OF LITERATURE

Gibson et al (1997) defined organizational culture as the system that penetrates values, belief and norms in each organization. Organizational culture able encourage and discourage the effectiveness depend on the value characteristic, belief, and norms.

Robbins, (1998) indicates, organizational culture as system of shared meaning held by organizational members that distinguishes the organization from other organizations. 'Organizational culture is often defined in terms of shared meanings, patterns of beliefs, rituals, symbols, and myths that evolve over time, serving to reduce human variability and control and shape employee behaviour in organizations.'

Harrison and Stroke (2000), believe that “culture is to an organization what personality is to an individual. It is that distinctive constellation of beliefs, values, work styles and relationships that distinguish one organization from another”

Kline and Boyd (2001) conducted a study to determine the relationship between organizational structure, context and culture with job satisfaction amongst three levels of management. Their study revealed that employees at different levels of the organizations are affected by different work factors...

Byrne, (2002) indicates that a strong organizational culture will exert more influence on employees than a weak one. If the culture is strong and supports high ethical standards, it should have a very powerful and positive influence on employee behaviour.

Schneider and Reichers (2006) conducted research on the relationship among organizational culture and employee satisfaction, production and turnover indexes amongst five financial institutions. The findings of their study revealed that work culture and satisfaction measures correlate for people in certain positions and not for others. A relationship between satisfaction and production was not found, while satisfaction correlated with turnover.

Schneider, Brief and Guzzo (2009) investigated the relationship between work culture and total organizational change in organizations such as Ritz Carlton. They discovered that these organizations were more successful because they were more effective in managing three aspects of the organizational environment: the nature of interpersonal relationships; the nature of the hierarchy; and, the focus on support and rewards.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem. It is a game plan for conducting research. In this we describe various steps that are taken by the researcher, “All progress is born of inquiry. Doubt is often better than overconfidence, for it leads to inquiry and inquiry leads to invention.”

OBJECTIVES OF THE RESEARCH: -

- To discuss the work culture and job satisfaction of employees of different banks.
- To examine the impact of work culture on job satisfaction of different employees.

RESEARCH DESIGN

We used **Descriptive Research** as a tool to study Impact of work culture on satisfaction level of Employees. *Descriptive Research Studies* are those studies, which are concerned with specific predictions, with narration of facts and characteristics concerning individual, group or situation.

- ❖ Research type – Descriptive research
- ❖ Research approach – Questionnaire

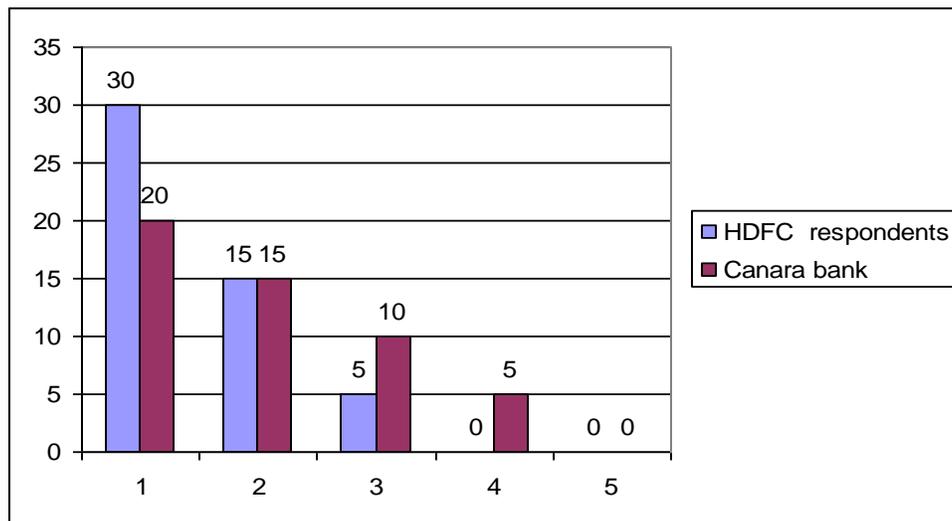
- ❖ Data Collection method – Primary and secondary method
- ❖ Sample size – 50 respondent
- ❖ Sample unit – Banking (Canara bank & HDFC bank) Worker, Manager and executives

ANALYSIS & INTERPRETATION

Q1. Are you satisfied with the present job environment and working condition?

Strongly agree : 1 , agree : 2 , Neutral : 3 , Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	30	60%	20	40%
2	15	30%	15	30%
3	5	10%	10	20%
4	0	0%	5	10%
5.	0	0%	0	0%



Source: Questionnaire

INTERPRETATION

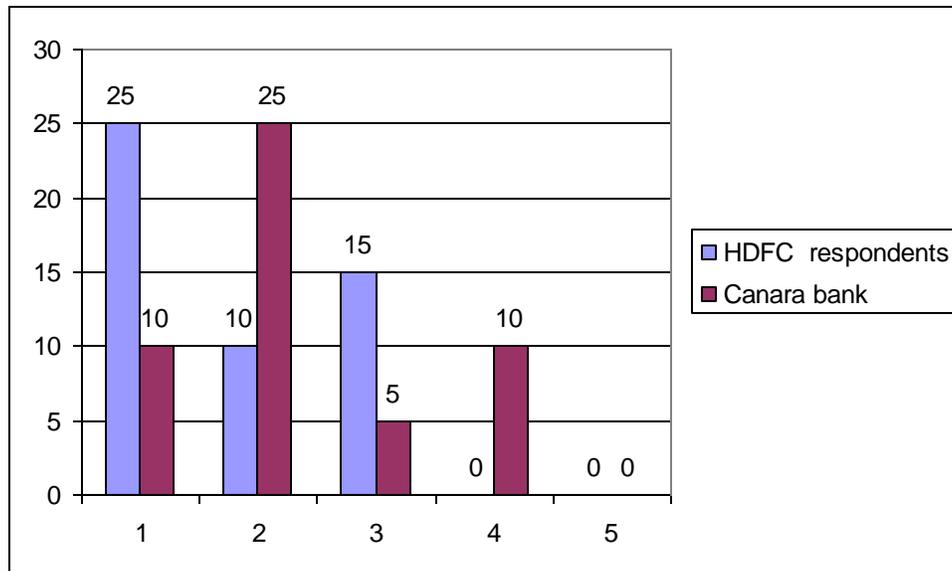
The above graph reveals that 60% of the HDFC bank & 40% of Canara bank employees strongly agree, 30% HDFC & Equally 30% Canara Respondents agree, 10% HDFC & 20% Canara

Respondents are neutral & Only 5 % Canara Respondents disagree with the above statement . In comparison HDFC bank employees are more satisfied with the present job environment.

Q2. Do you agree that your bank provides growth and security opportunities ?

Strongly agree : 1 , agree : 2 , Neutral : 3, Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	25	50%	10	20%
2	10	20%	25	50%
3	15	30%	5	10%
4	0	0%	10	20%
5.	0	0%	0	0%



Source: Questionnaire

INTERPRETATION

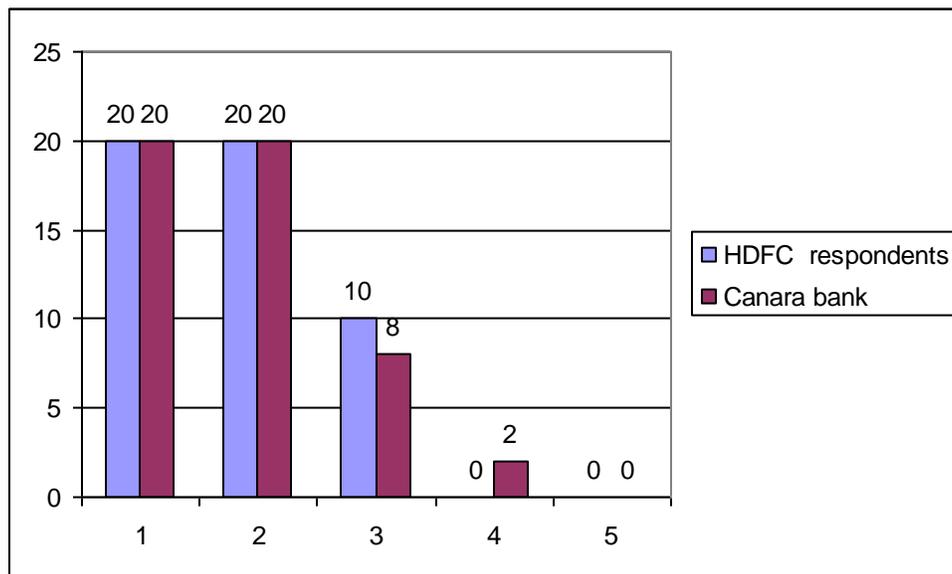
The above graph reveals that 50% HDFC bank respondents & 20% Canara bank Respondents strongly agree , 20% HDFC & 50% Canara agree ,30 % HDFC & 10% Canara are neutral & 10% from Canara Bank are disagree with the above statement.

In comparison HDFC Respondents are more satisfied with the growth & Security opportunities

Q3. Do you agree that reward and punishment policy is fair in your bank?

Strongly agree : 1 , agree : 2 , Neutral : 3 , Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	20	40%	20	40%
2	20	40%	20	40%
3	10	20%	8	16%
4	0	0%	2	4%
5.	0	0%	0	0%



Source: Questionnaire

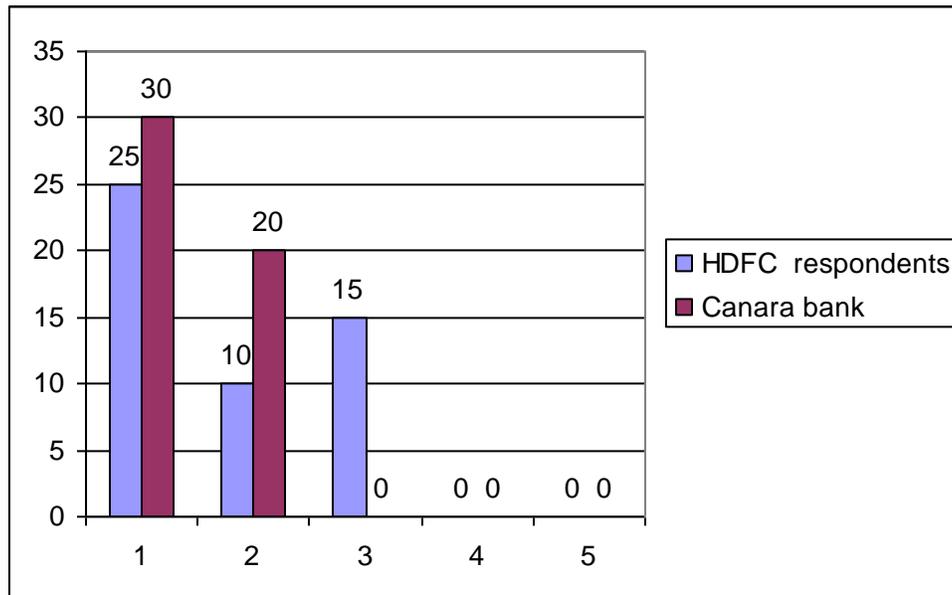
INTERPRETATION: The above graph reveals that 40% of both the bank respondents strongly agree, 40% of bank employees agree, 20% of the HDFC respondents and 16% of Canara bank respondents are neutral, 2% of the canara bank disagree with the above statement.

In comparison both the banks are almost equally satisfied with the reward and punishment policy of the banks

Q4. Do you agree that the pay structure in the organization is fair enough to satisfy your personal needs?

Strongly agree : 1 , agree : 2 , Neutral : 3, Disagree : 4, Strongly disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	25	50%	30	60%
2	10	20%	20	40%
3	15	30%	0	0%
4	0	0%	0	0%
5.	0	0%	0	0%



Source: Questionnaire

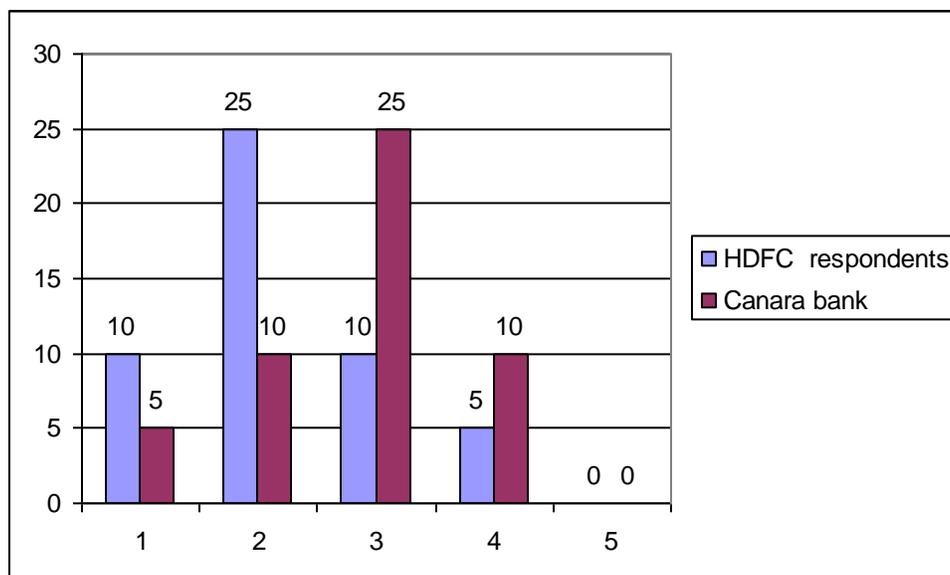
INTERPRETATION: The above graph reveals that 50% of the HDFC bank respondents and 60% of the canara bank respondents strongly agree, 20% respondents of HDFC and 40% respondents of canara bank agree, 20% and 0% are neutral respectively and 0% respondents of HDFC and 0% of Canara bank are dissatisfied with the above statement.

In comparison respondents of Canara bank are more satisfied with the pay structure of the bank

Q5. Are you satisfied with the promotion system in the organization?

Strongly agree : 1 , agree : 2 , Neutral : 3, Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	10	20%	5	10%
2	25	50%	10	20%
3	10	20%	25	50%
4	5	10%	10	20%
5.	0	0%	0	0%



Source: Questionnaire

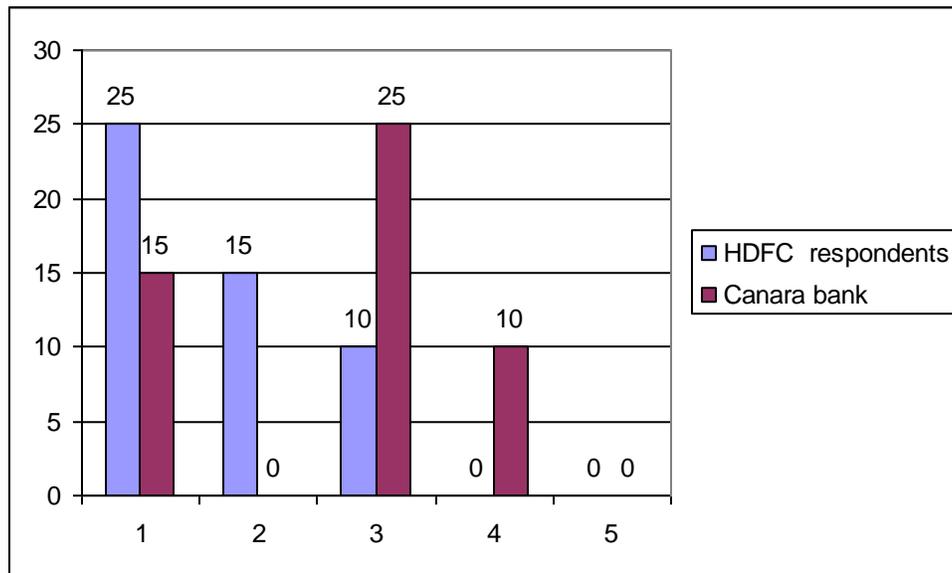
INTERPRETATION: The above graph reveals that 20% of the HDFC bank respondents and 10% of the canara bank respondents strongly agree, 50% respondents of HDFC and 20% respondents of canara bank agree, 20% and 10% are neutral respectively and 10% respondents of HDFC and 20% of Canara bank are dissatisfied with the above statement.

In comparison respondents of HDFC bank are more satisfied with the promotion system of the bank

Q6.do you agree that delegation of power is judicious and fair?

Strongly agree : 1 , agree : 2 , Neutral : 3, Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	25	50%	15	30%
2	15	30%	0	20%
3	10	20%	25	50%
4	0	0%	10	20%
5.	0	0%	0	0%



Source: Questionnaire

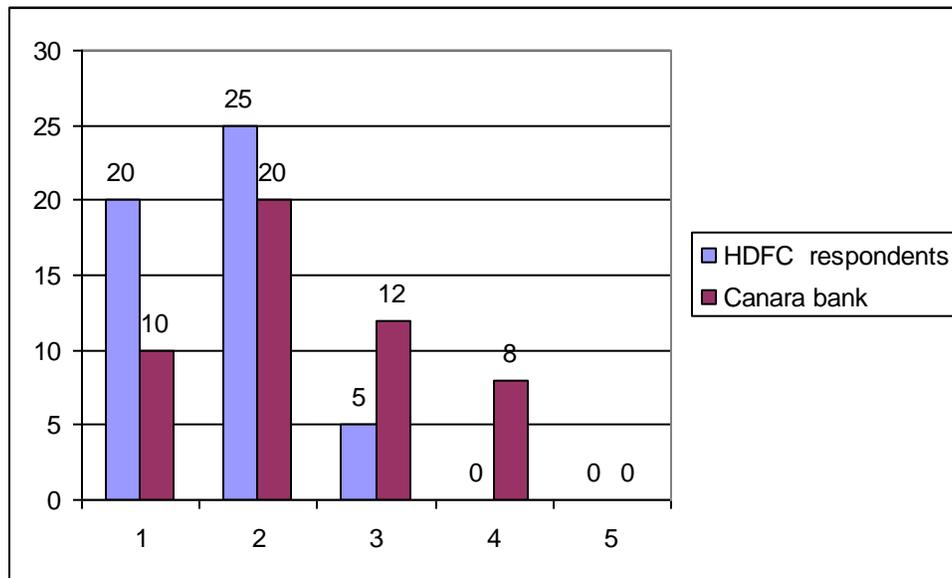
INTERPRETATION: The above graph reveals that 50% of the HDFC bank respondents and 30% of the canara bank respondents strongly agree 30% respondents of HDFC and 20% respondents of canara bank agree, 20% and 50% are neutral respectively and 0% respondents of HDFC and 20% of Canara bank are dissatisfied with the above statement.

In comparison respondents of HDFC bank are more satisfied with the judicious policy of the bank.

Q7. Do you agree that your bank takes good care of training for enhancement of your knowledge?

Strongly agree : 1 , agree : 2 , Neutral : 3, Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	20	40%	10	20%
2	25	50%	20	40%
3	5	10%	12	24%
4	0	0%	8	16%
5.	0	0%	0	0%



Source: Questionnaire

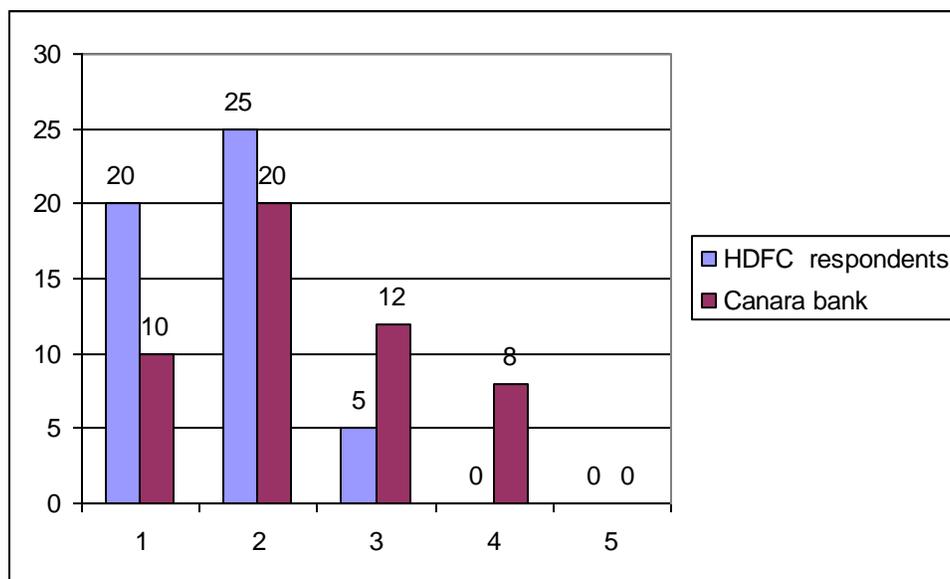
INTERPRETATION: The above graph reveals that 40% of the HDFC bank respondents and 20% of the canara bank respondents strongly agree 50% respondents of HDFC and 40% respondents of canara bank agree, 10% and 24% are neutral respectively and 0% respondents of HDFC and 16% of Canara bank are dissatisfied with the above statement.

In comparison respondents of HDFC bank are more satisfied with the training provided by the bank.

Q8. Do you agree that management takes care of your recreation and entertainment?

Strongly agree : 1 , agree : 2 , Neutral : 3 , Disagree : 4 , Strongly Disagree : 5

Variables	HDFC respondents	Respondents in %	Canara bank	Respondents in %
1	10	20%	20	40%
2	35	70%	25	50%
3	5	10%	5	10%
4	0	0%	0	0%
5.	0	0%	0	0%



Source: Questionnaire

INTERPRETATION: The above graph reveals that 20% of the HDFC bank respondents and 40% of the canara bank respondents strongly agree 70% respondents of HDFC and 50% respondents of canara bank agree, 10% and 10% are neutral respectively and 0% respondents of HDFC and 0% of Canara bank are dissatisfied with the above statement.

In comparison respondents of HDFC and canara bank gave positive remark to this statement.

CONCLUSION

Every organization to sustain in the industry has to satisfy some of the basic needs and demands of its employees. Satisfied and motivated employees are the source of achieving the organizational goals and objectives. In order to use the maximum potential of the human resource, the organization has to provide them with the best quality of their working life. So in this research paper, we prove that every organization needs to update and improve the work culture of the employees who make better contribution to production, quality and productivity. There is a cordial atmosphere of co-operation and co-ordination between the employees and employers. The flow of communication is flexible and clear the career prospects of both the banks are considered to be the best in the public and private sector. They plan for the career development of the employees since they join.

Therefore they give the potential employees permanent employment and give them enhance to grow both internally and externally.

REFERENCES:

- Harrison, R. and Stokes, H., *“Diagnosing Organizational culture”*, Pfeiffer, 1992. Schein, E.H., *“Organizational culture and Leadership”*, Second Edition. Jossey-Bass San Francisco , 1992
- Kopeland, R. and Brief, A. and Guzzo, R., *“The role of climate and culture in productivity”*. Organizational culture and climate , pp. 282-318, 1990
- Schneider, B., & White, S. S., *“Service quality: Research perspectives”*, Sage publication, 2004
- Goffee, R., & Jones, G. *“What holds the modern company together?”*, Harvard Business Review, vol.74, no.6, pp.133- 149,1996

- Gerstner, L.V., “*Who says elephants can’t dance?*” Harper Business, 2002
- O’Reilly, C., “*Corporations, culture, and commitment: Motivation and social control in organizations.*” California Management Review, vol.50, no.2, pp.9-25, 2008
- Quinn, R.E. and Rohrbaugh, J., “A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis.” Management Science, vol.29, no.3, pp. 363-377,1981
- Reynolds, Paul D. “Organizational culture as related to industry, position and performance: a preliminary report [1].” Journal of Management Studies 23, no. 3, pp, 333- 345, 2007
- Ginevičius, R., & Vaitkūnaitė, V., “*Analysis of organizational culture dimensions impacting performance*”, Journal of Business Economics and Management, vol.7, no.4, pp.201–211, 2006.
- Pryce, Josephine. “An examination of the influence of organisational culture on the service predispositions of hospitality workers in tropical North Queensland.” PhD diss., James Cook University, 2004.
- Pareek U.N., “*Training instruments in HRD and OD*”, Tata McGraw –Hill, 2002
- Greasley, K., Bryman, A., Dainty, A., Price, A., Soetanto, R., and King, N. “*Employee perceptions of empowerment*”, Employee Relations, vol. 27, no. 4, pp. 354-368, 2005
- Edgar, F. and Geare, A., “HRM practice and employee attitude : different measures – *different results*”, Personnel Review, vol. 34, no. 5, pp. 534-549, 2005
- Kaliski, Burton S. “Encyclopedia of business and finance.” (2011).
- Dickter, D. N., Roznowski, M., & Harrison, D.A., “Temporal tampering: An event history analysis of the process of voluntary turnover.” Journal of Applied Psychology, 81, 705-716, 1996
- Schneider, B. & Bowen, D. E., “*Employee and customer perceptions of service in banks replication and extension*”, Journal of Applied Psychology, vol. 70, no.3 pp. 423.