

A CONCEPTUAL STUDY FOR ORGANIZATIONAL CULTURE ON EMPLOYEES SATISFACTION: A COMPARATIVE STUDY BETWEEN PRIVATE AND PUBLIC BANK

Dr. Pooja Jain Kasliwal, Dr. Shweta Tiwari, Marrium Khan

Management Department
IES University, Bhopal (M.P)

Abstract

The study attempts to study the effect of organizational culture on employee satisfaction and its evaluation has been identified with interviews and observation. The main objective is to identify and determine a strong relationship between organizational culture and employee satisfaction in a public and private bank. A literature review is adopted as a methodology to review the culture of an organization on employee satisfaction. The owners and top management of an organization generally tend to have a large impact on establishing a culture. The Organization's culture results from the interaction between the top management's assumptions and shared visions of culture in banks and employees' behavior and what the employees of the organization learn from their own experiences. Managers relate organizational culture and employee satisfaction to each other as they help in providing a competitive advantage to the organizations. Hence Organizational culture plays a vital role in enhancing employee satisfaction. Organizational culture must be binding on all members and employees of the organization as this will encourage uniformity among members of the organization and this enhance commitment, group efficiency, and overall satisfaction of employees.

Keywords: Organizational Culture, Employee Performance, Impact, Employee satisfaction, banks performance.

INTRODUCTION

After 1980, there were various academicians and analysts who have centred on association culture as an imperative determinant for authoritative achievement. In this specific circumstance, culture is the self-managing example of conduct that decides the things that are to be looked after and dealt with. Association culture can be characterized as the arrangement of shared convictions and implications that are held by individuals. It can likewise be alluded to as the arrangement of qualities esteemed by the association (Martins, et al., 2007) . At the end of the day, authoritative culture can be characterized as the arrangement of verifiable and shared suspicions held by a gathering. These suppositions confirm how one sees, thinks, or responds toward his/her condition. The way of life of an association demonstrates the radical and fundamental attributes of association. In the present situation, the hierarchical culture is continually self-re-establishing and gradually advancing as to the sentiment of the general population, and convictions, and it is moulded by the manner in which they work in their business. The formal endeavors to change the way of life are to inspire the representatives to work productively inside the association. There are a couple of rules that are required to be mulled over with a specific end goal to enhance the way of life of the association in such a way, to the point that could build the monetary and operational accomplishment of the association. It requires working inside the current social circumstance, changing the attitudes and practices of the representatives as needs be, endless supply of genuine casual pioneers, not letting the formal pioneers free, connecting practices with the business goals and automatic endeavours with the conduct of the representatives. The vital need here is to manage it with dynamism, at regular intervals, within the organization. The attributes and practices that add to the extraordinary social and mental condition of a business. Definitive culture members a connection & necessities, encounters, reasonability, and attributes that hold it together, and is conferred in its mental self-portrayal, inward workings, coordinated efforts with the outside world, and future needs. It depends upon shared demeanours, sentiments, and traditions, and made unwritten basics that have been conveyed after some time and are viewed as liberal. In like way called corporate culture, it appears as:

1. Manners in which any association directs "its business, treats its workers, clients, and the more extensive" network,
 2. "The degree to which opportunity is permitted in basic leadership, growing new thoughts, and individual articulation"
- i ways in which "power and data course through its chain of importance"

ii. Dedication of “representatives towards aggregate destinations”.

Organizational culture defines the way of employee’s complete tasks and interacts with each other within the organization. The cultural pattern comprises various beliefs, values, rituals, and symbols that govern the operating style of the people within a company. Organizational culture binds the employees together and provides a direction for the growth of the banks. Organizational cultures can have varying impacts on employee satisfaction and motivation levels. Oftentimes, employees work harder to achieve organizational goals if they consider themselves to be part of the organizational culture. Different cultural backgrounds operating in one company can also impact employee performance. Strong corporate cultures indicate that employees are like-minded and hold similar beliefs and ethical values. When these beliefs and ethical values align with business objectives, they can prove to be effective in building teams because rapport and trust quickly ensue. The bonds that the teams build help them avoid conflicts and focus on task completion. Strong corporate cultures ease the communication of roles and responsibilities to all individuals. Employees know what is expected of them, how management assesses their performance, and satisfaction for what forms of rewards are available. The objective of this study is to examine the effect of organizational culture on employee satisfaction and with this objective this research study is poised towards providing answers to the following questions, does organizational culture have any effect on employee satisfaction, and in what way does organizational culture affects employee performance? The study is based on secondary data and sources and for that critical review of various research papers related to the study has been done. This impacts the organization’s efficiency “and execution and gives rules to the client care and administration, item quality and security, participation and” promptness, and apprehension about the mother planet.

NEED OF STUDY

Banking sector: - This research will certainly be valuable and important for the banks to understand their employee satisfaction in an organization. It provides direct feedback from their employees for organization culture and helps them to maintain and regulate their policies for their reputed value accordingly.

To The Employees: - This research will help the employee to enhance their personal skills, trust, and loyalty towards their organization after getting feedback from their colleagues, and junior or senior staff about their organization’s culture. Which in turn help management to identify the employee are assets of their organization.

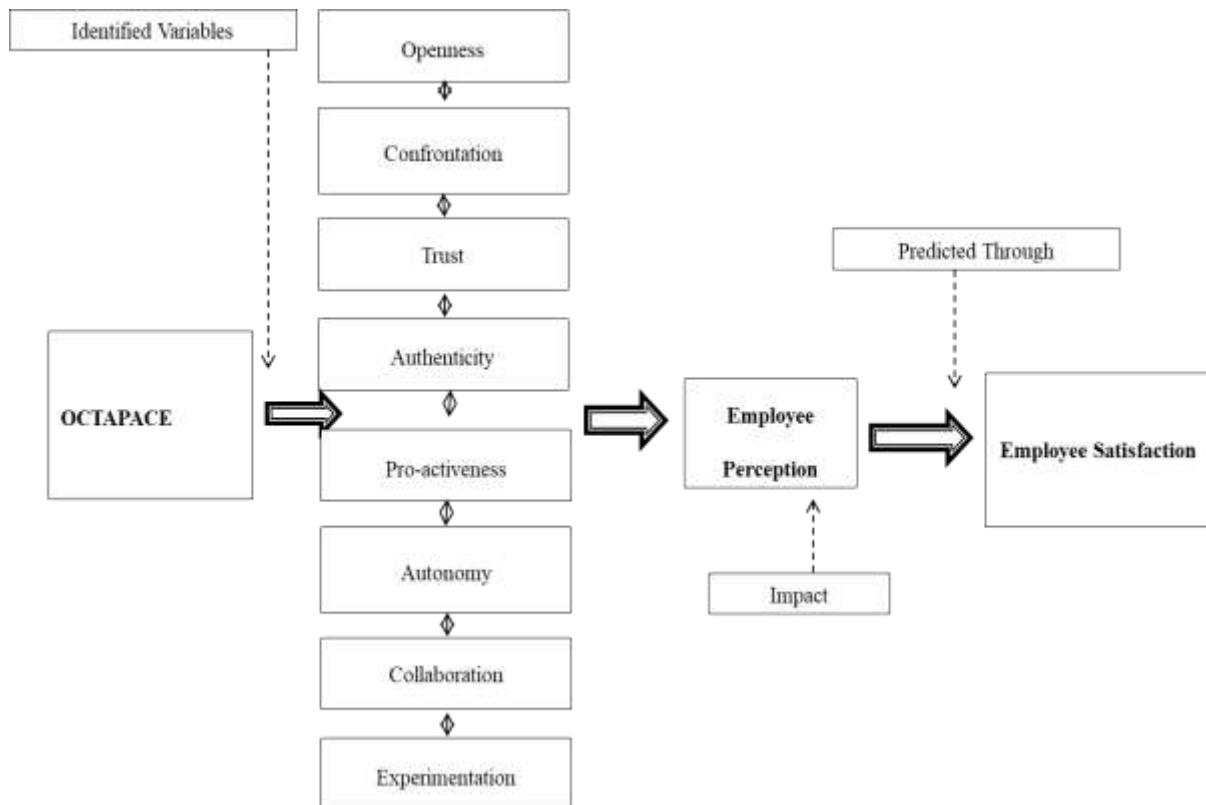
REVIEW OF LITERATURE

S. No.	Author’s Name	Title	Year	Objective	Test Used	Findings
1.	Dr. Kamlesh Bhandari and Mrs. Suvarna Lalpalikar	A Study On Impact of ‘OCTAPACE’ Culture on Employee Retention Strategy in Educational Institutions	2017	The aim of this study was to examine the retention strategies nurtured by the professional educational institutions	Conceptual Study	Result from this study would be assisted in the development of an effective talent management and HR retention program for organizations. This study has also augmented a conceptual framework of talented employee retention and tested the framework of employee retention in the context of a professional institute in Indore city.
2.	Ananta Narayana	A Critical Review of Organizational Culture on Employee Performance	2017	The main aim of research article is to identify and determine strong relationship between organizational culture and employee performance.	Conceptual	Study found that the interaction between the top management’s assumptions and shared visions of cultural values and human behaviour and what the employees of the organization learn from their own experiences. Managers relate organizational culture and employee performance to each other as they help in providing competitive advantage to the organizations. Hence

						Organizational culture plays a vital role in enhancing employee performance.
3.	Tsogtsuren Bayasgalan and Ravdansuren Chantsaldulam	The Impacts Of Organizational Culture, Knowledge Management and Employee Engagement on Job Satisfaction: The Case of Supportive Service Officers in Mongolia	2017	The aim of this study is to investigate the impacts of organizational culture, knowledge management and employee engagement on job satisfaction among public officers.	Factor Analysis, Regression Analysis	This study concludes that the overall perception about organizational climate at Standard Chartered Bank has turned out to be most favourable of all the three banks under consideration. Whereas the organizational climate at Muslim Commercial Bank and National Bank of Pakistan is perceived to be relatively less favourable. Furthermore the perception of NBP's organizational climate stood out to be least favourable. On the other hand the similar outcomes were found regarding the job satisfaction. In the subsequent study the researcher has tried to investigate the relationship between the two variables; "The organizational climate" and "The job satisfaction". Hereby the study reveals that out of 14 sub factors of organizational climate three are positively related to the job satisfaction, such as; organizational structure, identity, and human relations. Whereas for the executives of all the three banks, the two factors: equity and empowerment are negatively related to the job satisfaction.

Most of the research papers which have been reviewed were basically focused on the various factors that contribute towards employee satisfaction, but scanty research work has been done that clarifies the impact of organizational work culture on employee satisfaction. There is a wide gap and lacunas found due to the weak organizational culture which impacts the performance of employees into dissatisfaction. It's a serious concern for employee dissatisfaction, in a present globalized organization where cross cultures and diverse people are working together.

In addition to that, the present study also identifies the different factors which influence employee satisfaction. The comparative bank study is in Madhya Pradesh to analyze the satisfaction level of employees in public and private sector banks with special reference to Public and Private banks.



Conceptual framework Of The Study

OBJECTIVES

- To access and compare the organizational culture of public and private sector banks.
- To access and compare the employee satisfaction differences in public and private sector banks.

LIMITATIONS OF THE STUDY

- Major difficulty which was faced during the period of data collection that employees were not ready to fill out the questionnaire as they were restricted by the management and some of them might have filled it with a casual approach.
- Time was a major factor, as a short period of time was not enough for conducting the research.
- Employees may have different perceptions regarding the different variables of employees' job satisfaction.

FINDINGS AND SUGGESTIONS

1. Respondents of both public and private sectors are comfortable interacting with the bank employees.
2. In public sector banks, the employees seem more satisfied than when they face problems to complete a task, they get the accurate and right guidance from their senior colleagues.
3. In the case of organizational culture reflecting maturity in how to respond and deal with unexpected events, private sector bank employees appear to be more gratified.
4. Most employees of both public and private sector banks are satisfied with scheduled training and development program related to their job.
5. Both public and private sector bank respondents say that in their organization, talented and creative employees get the chance to come forward with their ideas and recommendations.
6. In both public and private sector banks the employees say that their senior colleagues discuss and help them to increase their productivity.
7. In both public and private sector banks the employees think teamwork initiates feelings of competition among the employees, its percentage being slightly more in terms of public sector banks.
8. Employees of both public and private sector banks say that to achieve the targets, their managers motivate the employees to work in a team.

9. we can conclude that only in public sector banks do many employees say that their teamwork always comes up with radical ideas which can be utilized by management. This number is alarmingly less in the case of private-sector banks.
10. Employees of both public and private sector banks feel that positive and productive changes can only be bought about by thinking, acting and constantly moving forward.

CONCLUSION

The study it was tried to look at the effect of organizational culture on employee performance with evidence of various related literature. A good organizational culture always considered the employees as an integral part of the growth process of the organization. An organization fosters employee commitment toward the organization. Employees align their goals and objectives with organizational goals and feel responsible for the overall well-being of the organization. It has also been found that Openness has a higher impact than other variables of organizational culture. Whereas on the basis of private sector banks, there is a significant impact of organizational culture on employee satisfaction in public sector banks. It has also been found that **collaboration** has a higher impact as compared to other variables of organizational culture. Every individual has different culture and beliefs that he/she works with and when he/she joins an organization that has a completely different culture and beliefs from his own, he/she should be allowed to internalize himself first with the organization's culture and values to know whether he/she can manage with them or not.

- It can be concluded that in public sector banks employees are more satisfied that their work gets acclaim and respect and they receive periodic feedback for their contribution and efforts.
- All necessary changes and efforts should be made in private sector banks so that they get all the necessary flow of information with clear terms and conditions, at periodic intervals.
- Efforts should be made in private sector banks to increase the level of satisfaction that when they face problems to complete a task, they get accurate and right guidance from their senior colleagues.
- Public sector banks must organize more frequent training programs for their employees so that they can blissfully confront new challenges and opportunities that arise with organizational changes.

REFERENCES

- [1] Argyris, C. (1964). Integrating the individuals and the organizations. New York: Wiley.
- [2] Bowen, D. E., & Ostroff, C. (1989). Understanding HRM-firm performance linkages: The role of "Strength" of the HR system. *Academy of Management Review*, 29, 203-22.
- [3] Brewer, A. (1993). *Managing for Employee Commitment*, Longman, and London.
- [4] Brewer, A. (1994). *The Responsive Employee*, Allen & Unwin, Sydney.
- [5] Brewer, E. W. & Clippard, L. F. (2002). Burnout and job satisfaction among Student Support Services personnel. *Human Resource Development Quarterly*, 13 (2), 169-86.
- [6] Daft, R. L. (2010). *Organization Theory and Design*. Singapore: Info Access & Distribution Ltd.
- [7] Deal, T., & Kennedy, A. A. (1982). *Corporate culture: Rites and rituals of organizational life*. Reading, MA: Addison-Wesley.
- [8] Denison, D. R. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 3(2), 5-22.
- [9] Lok, P. & Crawford, J. (2001). Antecedents of organizational commitment and the mediating role of job satisfaction. *Journal of Managerial Psychology*, 16 (7-8), 594-613.
- [10] London, M. & Larsen, H. (1999). Relationships between feedback and self-development. *Group and Organization Management*, Vol. 24 No. 1, pp. 5-27.
- [11] Magee, K. C. (2002). The impact of organizational culture on the implementation of performance management. Doctoral dissertation. Available from Dissertations and Theses database (UMI No. 3047909).
- [12] Martin, J. and Siehl, C. (1990). Organizational Culture: A Key to Financial Performance. In B. Schneider (Ed.). *Organizational Climate and Culture*, San Francisco, CA: Jossey-Bass, 241-281.
- [13] Martin, J. & Frost, P. (2012). The organizational Culture was Games: A Struggle for intellectual dominance in sociology of organizations: Structure & Relationships, Godwyn, M. & Gittel J. H (Ed.) Sage publications, Thousand Oaks, C. A., pp315-336.
- [14] Meyer, J. P., Stanelly, D. J., Hercovitch, L., Topolnytsky, L. (2002). Affective, Continuance and Normative Commitment to the Organization: A Meta-analysis of Antecedents, Correlates, and Consequences. *Journal of Vocational Behavior*, 61(1), 20-52.
- [15] Motowidlo, S. J. & Van Scotter, J. R. (1994). Evidence that task performance should be distinguished from

- contextual performance. *Journal of Applied Psychology*, 79, 475-80.
- [16] McGregor, D. (1960). *The human side of enterprise*. NY: McGraw-Hill.
- [17] Mintzberg, H. (1979). *Structures in Fives, Designing Effective Organizations*. Prentice-Hall, Englewood Cliffs, NJ.
- [18] Morgan, G. (1997) *Images of Organization*, Thousand Oaks: Sage Publications.
- [19] Buranyi S (2018), “Dehumanising, impenetrable, frustrating”: the grim reality of job hunting in the age of AI’, *The Guardian*: <https://www.theguardian.com/inequality/2018/mar/04/dehumanisingimpenetrable-frustratingthe-grim-reality-of-job-hunting-in-the-age-of-ai> Durrani, K. (2020).
- [20] The impact of AI in human resource decision-making processes. *HR Technologist*: <https://www.hrtechnologist.com/articles/ai-in-hr/the-impact-of-ai-in-humanresource-decisionmaking-processes/> Goel, N. and Jhawar, S. (2018).
- [21] Staying relevant in the age of AI: <https://zinnov.com/artificialintelligence-in-hr-how-hr-professionals-can-stay-relevant/> Guenole, N. and Feinzig, S. (n. d.). *The Business case for AI in HR with insights and tips on getting started*. IBM Smarter Workforce Institute: <https://forms.workday.com/content/dam/web/en-us/documents/case-studies/ibmbusiness-case-ai-in-hr.pdf> Heric M (2018)