Study of Organizational Culture and Job Satisfaction among Employees

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Abstract:
Present study is an attempt of examine the level of organizational culture and job satisfaction of permanent employees working in ISWP wire company Jamshedpur. A total number of sixty permanent employees (equal number of male and female) were included by using purposive sampling method. Job satisfaction scale developed by Singh and Sharma (1999) was used the collect the data for assessing the level of job satisfaction. OCTAPACE developed and standardized by Pareek was used to examine the level of organizational culture. t test and correlation were applied for the computation of the obtained data. The result showed that male and female employees differ significantly on their level of job satisfaction but not on organization culture. Furthermore, the results indicated a significant and positive correlation between job satisfaction and organizational culture.

Keywords: *Job Satisfaction, Organizational culture, Job involvement*

1. Introduction

Hoppock (1935) was the first person who brought the concept of job satisfaction in limelight. He defined job satisfaction as a combination of psychological, physiological and environmental circumstances that causes a person to say "I am satisfied with my job". According to loke (1969) job satisfaction is a pleasurable emotional state arising from the appraisal of one's job experiences. Luthans (1992) defined job satisfaction as a result of the employees' expectations of how well their job provides those things which as important. Employee's satisfaction from their job is highly significant for the effective functioning of any organization. According to Luthans (2005) there are three generally accepted dimensions of job satisfaction. According to the first-dimension job satisfaction is an emotional response to a job situation. It means that job satisfaction cannot be observed directly but only inference can be made about it from the behavior of the employees. The second dimension of job satisfaction signifies that it is determined by the extent to which employees' need or expectations are fulfilled by their job. Finally, job satisfaction represents several related attitudes. Joshi (1999) defined job satisfaction as a general attitude, which is the result of many specific attitudes. The amount of satisfaction that one derives from his present job is an indicator of his job satisfaction. The term job satisfaction refers to the general attitude of an individual towards his/her job (Robbins, 2003). The most direct description is given by Saiyadain (2007) he defined job satisfaction as the end state of feeling, the feeling that is experienced after a task is accomplished. The feeling could be positive or negative depending on the outcome of the task undertaken.Thus it can be define as a end state of feeling which occurs when the result and expectation regarding met fully after the task accomplished.

2. Organizational culture

In simple words we can say that "culture is a combination of factors that are learned through our interaction with the environment during our developmental and growth years." After understanding the meaning of culture, we will now attempt to define organizational culture.

"The organizational culture is a system of shared beliefs and attitudes that develop within an organization

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and guides the behavior of its members."

"The corporate culture consists of the normal values and unwritten rules of conduct of an organization as well as management styles, priorities, beliefs and inters personal behavior that prevails. Together they create a climate that influences how will people communicate, plan and make decisions."

"Organizational culture can be defined as the philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms that knit an organization together and are shared by its employees." According to Edgar Schein, "Organizational culture can be defined as a pattern of basic assumptions-invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration-that has worked well enough to be considered valuable and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems."

All the above definitions of organizational culture stress on the sharing of norms and values that guide the organizational members' behavior. These norms and values are clear guidelines as to how employees are to behave within the organization and their expected code of conduct outside the organization.

3. Characteristics of Organizational Culture

After analyzing the above definition following characteristics are drawn to understand the nature of organizational culture better.

1. **Individual Autonomy:** The degree of responsibility, freedom and opportunities of exercising initiative that individuals have in the organization.
2. **Structure:** The degree to which the organization creates clear objectives and performance expectations. It also includes the degree of direct supervision that is used to control employee behavior.
3. **Management Support:** The degree to which, managers provide clear communication, assistance; warmth and support to their subordinates.
4. **Identity:** The degree to which, members identify with the organization as a whole rather than with their particular work group or field of professional expertise.
5. **Performance Reward System:** The degree to which reward system in the organization like increase in salary, promotions etc. is based on employee performance rather than on seniority, favoritism and so on.
6. **Conflict Tolerance:** The degree of conflict present in relationships between colleagues and work groups as well as the degree to which employees are encouraged to air conflict and criticisms openly.
7. **Risk Tolerance:** The degree to which, employees are encouraged to be innovative, aggressive and risk taking.
8. **Communication Patterns:** The degree to which, organizational communications are restricted to the formal hierarchy of authority.
9. **Outcome Orientation:** The degree to which, management focuses on results or outcomes rather than on the techniques and processes used to achieve these outcomes.
10. **People Orientation:** The degree to which, management decisions take into consideration the impact of outcomes on people within the organization. When we appraise the organization on the basis of the above characteristics, we get a complete picture of the organization's culture. This picture becomes the basis of shared norms, beliefs and understanding that members have about the organization, how things are done in it and how the members are supposed to behave.

4. Review of the literature

Qazi and Kaur (2017) conducted a research to study the relationship between organization culture and job satisfaction. 368 faculty members of Indian private and government universities were included as sample by using questionnaire method. The result revealed that faculty of both private and government universities experiencing moderate level of OCTAPACE culture and also moderate level of job satisfaction. No significant difference was found between male and female on overall job satisfaction and

organization culture. Furthermore, the result showed a positive and significant relationship between organization culture and job satisfaction. Behzadi et. Al. (2012) in their research found no significant relationship between organization culture and job satisfaction among physical education officer of Mazandaran province. Sabri et al. (2011) in their study among 347 teachers found positive and significant relationship between job satisfaction and organization culture. Tsai (2011) conducted a study among 200 hospital nurses in Twaiwan to find out relationship among organizational culture, job satisfaction and leadership behavior. Finding of the study revealed that there is a significant positive relationship exists between organization culture and job satisfaction. Mansoor and Tayib (2010) found positive impact of organization culture on the job satisfaction among indirect tax administration in Malaysia. Chang and Lee (2008) found a positive relationship between organization culture and job satisfaction among business professional. Jiang and Klein (2000) conducted a research on 500 randomly selected information system personnel of American institute of Technology professional. They found that organizational culture increases the job satisfaction of employees and decreases the turnover ratio from organization.

5. Objectives
Followings are the objectives of present research:
1. To examine the levels of job satisfaction of male and female employees working in ISWP company.
2. To examine the levels of organizational culture of male and female employees working in ISWP company.
3. To examine the relationship between job satisfaction and organizational culture on overall sample.

6. Hypotheses
On the basis of above-mentioned objectives following Null Hypothesis are formulated and tested.
H0$_1$: Male and female employees would not differ significantly in terms of job satisfaction.
H0$_2$: Male and female employees would not differ significantly in terms of organizational culture.
H0$_3$: There would be no relationship between Job satisfaction and organizational culture.

7. Methodology
7.1 Sample
Sample consists of 60 permanent employees (30 male and 30 female). The age range of bank employees was 32 to 45 years. Purposive sample technique was applied for the selection of the sample. All of them are married, permanent and working in ISWP Company, Jamshedpur.

7.2 Tool used
7.2.1 Job satisfaction scale
The job satisfaction scale is developed by Singh and Sharma (1999). It contains 30 items and each item to be rated on five-point scale ranging on the continues of highly satisfied to highly dissatisfied. The test-retest reliability of the test is .978 and validity coefficient was established.743.

7.2.2 Organizational culture scale
OCTAPACE by Pareek (2003) was used for data collection. it is a a 4 point scale and have 40 items divided in 8 dimensions of organizational culture. The eight values and beliefs are i) openness, ii) confrontation, iii) trust, IV) authenticity, v) pro-action, vi) autonomy, vii) collaboration and viii) experimentation. The instrument contains two parts. In part 1, values are stated in items 1 to 24(three statements for each of the eight values) and the respondent is required to check on a 4 point scale, how much, each item is valued in his organization. Part 2 contains sixteen statements on beliefs, two each for eight values, and the respondent checks on a 4 point scale, how widely each of them is shared in the organization. Reliability In addition to checking the items on the extent of their importance or sharing in the organization, the respondent can also check how much they should be valued, or how much the beliefs are useful. Thus both present and desired ideal profiles can be obtained. To test the effect of social desirability on the items, analysis of kurtosis and skewness was carried out on all 40 items, eight dimensions, and the total OCTAPACE profile of a sample of 102 managers from three steel plants. On the

whole the indices were acceptable. Validity The validity was indirectly tested by comparing the scores from three departments with their ranking by two judges for their effectiveness. The judges'rankings were independently done and agreed with one another. Tests showed no difference between the ranked departments. The factors gave evidence of the validity of the present and the desired aspects of organizational ethos.

8. Results and Discussion

Table 1: Presenting N, Mean, SD, SED and t value of
Male and Female employees on job satisfaction

Groups	N	Means	SD	t- value
Female Employees	30	103.68	3.67	13.71**
Male employees	30	68.17	13.70	

It is clear from the table 1 that the mean and SD score of female employees is 103.68 and 3.67 respectively. The mean score of male employees is 68.17 and SD is 13.70. the t 13.71 revealed that both group viz; male and female group differ significantly at .01 level of significance. Thus null hypothesis H01 "Male and female employees would not differ significantly in terms of job satisfaction" stands rejected. This finding contradicts the finding by Qazi & Kaur (2017) that both gender not differ significantly on their level of job satisfaction.

Table 2: Presenting N, Mean, SD, SED and t value of
Male and Female employees on organizational culture

Groups	N	Means	SD	t- value
Male Employees	30	110.23	12.37	0.587
Female employees	30	108.42	11.46	

Table 2 presents the Mean, SD, N and t value of male and female employees on organization culture (OCTAPACE). It is clear from the table that male employees score high mean=110.23 as compared to their female counterpart mean=108.42. their SD are 12.37 and 11.46 respectively. The t value 0.587 signifies that both groups not differ significantly on their experience of organizational culture. Though, both groups experiencing moderate level of organization culture. Thus, null hypothesis H02 "Male and female employees would not differ significantly in terms of organizational culture" not rejected.

TABLE 3: Presenting Correlation Co-efficient between organizational
culture and Job Satisfaction (N=60)

Groups	Organizational culture	Job Satisfaction
Organizational culture	…..	.54
Job Satisfaction	.54	…..

Table 3 is presenting the correlation between organization culture and job satisfaction. The r value .54 reveals that both the variables namely job satisfaction and organization culture positively and significantly correlated with each other in other words higher the organization culture higher the job satisfaction. Thus, the null hypothesis H03 *"There would be no relationship between Job satisfaction and organizational culture."* Stands rejected. This finding supports the previous finding by Qazi & Kaur (2017), Sabri et al. (2011), Tasi (2011), Mansoor and Tayib (2010) and Chang and Lee (2008); and contradict the previous finding by Behzadi et al. (2012).

10. Conclusion

The conclusions of the present study are as follows:
1.Male and female employees differ significantly on their level of job satisfaction.
2.Male and female employees differ significantly on their level of job satisfaction.
3.There is a significant and positive relationship between job satisfaction and organizational culture.

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11. Significance of the study

The present study has a great significance by establishing a link between organizational culture and job Satisfaction. Organizations' management could put in place human resources practices that increases the levels of job satisfaction among employees, improve organization culture and hence impact positively on their commitment to the organization future managers would know that to improve organizational culture, they must improve job satisfaction and organization culture. Research has shown that organization culture and job satisfaction has a positive significant relationship and positively leads to low absentee levels and higher productivity rates among employee (Robbins, 2005).

12. Limitation and suggestions

1. In the present study only male and female are categorized as sample. So for future research it is suggested that other demographic variables must be included like (nature of job, designation, age etc.)
2. Secondly, the sample size is small that results obtained from it cannot be generalized confidently. So it is highly recommended to increase the sample size to generalize the result confidently.

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