

A STUDY ON EFFECT OF ORGANISATIONAL CULTURE ON JOB SATISFACTION IN A RETAIL ORGANISATION

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ABSTRACT:

Organizational culture is a structure of shared assumptions, beliefs and values, which governs how employees behave in organizations. The shared values always have a strong influence on employees and dictate how they dress, behave and perform their jobs. Every organization develops and retains a unique culture, which provides guidelines and boundaries for the behavior of the members of the organization. This paper will try to bring out the relationship between organizational culture and job satisfaction. The study will help in knowing about how strong culture can influence the behavior of employees.

Keywords: *Organizational culture, job satisfaction, employee engagement*

Introduction:

Organizational culture is the set of values and behaviors of the employees to facilitate distinctive social and psychological atmosphere of an organization. Organizational culture includes the experiences, expectations, values and philosophy of the organization that hold it together and it is clearly expressed in the way organization is working, image created, networking of organization and future growth. The base of culture is the attitude, customs, beliefs and rules developed over time and shared. The culture of the organization affects the productivity, performance organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment.

The culture is characterized as

Openness & Risk Taking: Employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things.

Confrontation: Employees face the problems and work jointly with others concerned to find its solution. They face the issues openly without hiding them or avoiding them for fear of hurting each other.

Trust: The employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do.

Authenticity: Authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons.

Pro-action: Employees are action – oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future.

Autonomy: Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job.

Collaboration: Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together.

Review of Literature:

Saleh (2012) analyzed level of the job satisfaction, organizational commitment, and turnover intention of employees. The findings suggested that the respondents were moderately satisfied with job satisfaction facets such as promotion, work itself, co-workers, and supervisors but were dissatisfied with salary. They also had moderate commitment level with considerably high intention to leave the organization.

Sabri et al (2011) conducted a research on the effect of organizational culture on job satisfaction level of teachers of public and private sector higher education institutes. Supportive organizational culture may raise the level of job satisfaction of teachers and satisfied teachers may produce healthy, satisfied and creative minds. Empirical findings show that culture on job satisfaction is positive and significant.

Tsai (2011) studied 200 hospital nurses in Taiwan to found out Job satisfaction, organization Culture and leadership behavior among them. He found that there is positive significant relationship between organization culture and job satisfaction. He further found that job satisfaction level among nurses is high and they endorse the culture as positive.

Bake and Nalla (2009) studied the relationship between organizational culture and job satisfaction among police officers working in various cities in United States. Data for the study was gathered from 669 respondents in five medium and large sized police organizations in two adjacent Midwestern States. More specifically, police officers' (supervisors and non-supervisors) perceptions about organizational factors of job satisfaction was examined and suggested that organizational characteristics are better predictors of job satisfaction than individual factors.

Objectives of the Study:

- To know about the factors that influence organizational culture in the organization
- To examine the relationship between Organizational Culture and Job Satisfaction.
- To offer suitable suggestions to stake holders to make better Organizational Culture

Research Methodology:

The study is an empirical research base on both primary data and secondary data. Employees working in Heritage Foods Ltd., Hyderabad with more than two years were taken as Sample and convenience random sampling technique were used to collect the data with the help of interview schedule. Secondary data is also collected from various studies, books, journals, magazines and websites to supplement the present study.

Limitations of The Study

The following are the limitations of the study.

1. Time was the major constraint as the mentioned period was not enough to collect the data in detail.
2. Lack of prior experience in conducting such kind research may limit the quality of the research.
3. The study is limited to the employees of retail sector working in Hyderabad.

Data Analysis and Interpretation:

Table 1

(SA: Strongly Agree, A: Agree, N: Neutral, D: Disagree, SD: Strongly Disagree)

S. No:	Attributes	SA	A	N	D	SD	Mean	S. D.
1	Openness and Risk Taking	16%	27%	30%	19%	7%	3.26	0.86
2	Trust	22%	37%	26%	10%	6%	3.61	0.84
3	Involvement	21%	32%	30%	13%	4%	3.53	0.82
4	Utilization of skills and abilities	18%	30%	25%	22%	5%	3.34	0.78
5	Diversity	26%	27%	18%	22%	7%	3.42	0.94
6	Collaboration	22%	35%	16%	18%	9%	3.45	0.77
7	Flexible and adaptable	18%	34%	22%	16%	10%	3.32	0.97
8	Job Satisfaction	14%	32%	21%	21%	12%	3.16	1.04

Source: Primary data

The above table indicates that the company’s culture reflects openness and risk taking (43%), trust (59%), involvement (53%) and utilization of skills and abilities (48%) of respondents were agreed. The organization culture was more collaborative (57%) and flexible and adaptable environment (52%) of its employees. According to the above table, trust among employees was high mean and collaboration was low standard deviation among all attributes.

Findings:

- According to the study, employees are flexible and adaptable when changes are necessary.
- Majority of respondents are value and make use of one another's unique strengths and different abilities.
- It is evident that majority of employees have a clear idea of why and how to proceed throughout the process of change.
- Many employees believe they can influence and affect their work place through their ideas and involvement.
- From the study, it is believed that working together collaboratively, preferring cooperation over competition.



- Everyone strongly believes in a set of shared values about how people should work together to solve common problems and reach mutual objectives.

Suggestions:

- Individuals and teams are measured and rewarded according to how well goals are achieved.
- Management should take steps to building employee engagement elements which include hiring methods, rewards, performance, attitude, behaviour and values.
- The organization acts to build a positive organizational culture and employee engagement in a workplace needs a lot of effort, commitment.
- The company should concentrate on culture which acts as a drive and makes employees show effort in their work and engage.
- Successful organizations have a set of values and traditions which create a foundation and help build a optimistic engaged work environment.

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