# ORGANIZATION CULTURE AND JOB SATISFACTION – A STUDY

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## ABSTRACT

Job satisfaction is a state of pleasant emotion of appreciation of one's work and that which contributes immensely to the performance of an organization. It is the efforts of the employees that will bring glory to the firm. This study helps us assess the relation between organization culture and factors that influence job satisfaction. It was conducted at HPCL, Visakhapatnam. To find whether or not there's vital relation between factors of job satisfaction and organization culture one sample T-Test was applied.

**Keywords**: Job Satisfaction, Relationship, Culture, Organization Performance

## INTRODUCTION

Behavior of the employees of a particular organization can be treated as the culture of the organization. It includes the values, habits, beliefs, norms and languages. Such collective behavioral patterns and assumptions are taught to new employees of the organization. It teaches us what behavior is appropriate and how it differs from inappropriate behavior in a corporate setup. They are highly influential on employee performance as well. Peters and Waterman's (R. H., & Jones, I. Peters, T., J, Waterman 1982) were first to define the term called organization culture in their popular book "In Search of excellence". The authors made the argument that organization's success depends on decisiveness, customer centric and people oriented. From then, the term is more research oriented and many studies have been publishing in this context. Yet, it is still a relatively new concept. Worker actions, thinking and negotiating patterns from that people tend to become additional attentive once they get to match it to alternative organizations.

New folks bring with them the ethics and philosophies that been instructed very often. These values and beliefs area unit lean for serving to the individual achieve the organization. He/she must learn the way a selected enterprise works. It is a misguided judgment that culture will consistently continue as before. "All associations have culture, as in they are inserted in explicit societal societies and are a piece of them." In agreement to this, association culture, in a representative's brain, is a typical recognition. It is imperative to change the frame of mind towards the association in this day and age. Humans are the founders of any organization. This means that human is the most valuable source of the organization. Organization culture means all common beliefs in an organization. While organizational cultures developed in different ways.

**Scholars' views on organization culture and job satisfaction:**

Organizational culture indirectly affects organizational performance using employee's commitment. Although it has a direct positive impact the indirect impact is more (Amin Nikpour, 2016). High performance levels are expected from their employees in order to achieve organizational targets the relation between culture and job satisfaction. (R.S Weerarathna, I.A.P.H Geeganage, 2014). Describes culture as it is the stimulus and collaboration among employees and organization or service they work in (Gjuraj, 2013). Reward systems and employee job performance and organizational performance have a positive relationship (Satish Bhavankar & Satya Sidhartha Panda, 2013). Job satisfaction is an expressive reply like feeling of promise and self- development to the job and work experience. (Timothy T. Baldwin et.al, 2013). Also organizational culture has principles and standards mutually agreed upon and decisively held by members who guide to achieve organizational goals (Robert Kreitner and Angelo Kinicki, 2011). Organizational culture includes the concept of sharing; indicating that organizational culture is a social construction, and is multidimensional and multi-leveled (Tharp, 2009). Studied the theories of organizational culture and different corporate mind- sets can only change through time when hiring managers replace older workers (Ojo, 2008). Employee job satisfaction can be promoted by innovativeness and group-oriented culture. (Amos and Weathington, 2008). Organizational culture has basic valid expectations that a group exposed in learning, to cope with its problems of external adaptation and internal integration (Schein, 2004, Robbins 2005). Culture is a set of tacit rules and procedures that inform members to perform undefined situations. It is also stated that Culture minimizes the costs of gaining new employment contracts and controlling employees (Movondo ET. al., 2003). Also described that internal integration and socializing in the organization, creating identity among personnel and coordinating competitive edge (Martins and Teblanche, 2003). "Organizational culture is a set of morals, cryptograms and formalities, shared by the members of a firm, describing the solution to solve internal management problems and stakeholders' problems (Claver et al., 2001). Identifies that creating and managing organizational culture was the most important role of a leader (Jackson et al., 1999). Focused on different aspects of culture: Consistency theory and mission theory promotes stability (internal focus) whereas involvement theory and adaptability theory allow for change and adaptability (external focus) (Baker, 2002). Irrespective of type of industry or business, organizational culture, emphasizing goals, competitive advantage, marketing superiority and profits are driven top – down focus areas. (Deshpande and Farley, 1999). Organization Culture that supports transparent communication with trust will have a positive influence on promoting creativity and innovation. (Barett, 1997 and Robbins, 1996). Defined Culture as "the way we do things around here" (William et al., 1994 and Lundy and Cowling, 1996). Organizations should make their employees diversify and increase interaction and mutual trust to avoid the employees' inability to perceive others views and adapt to foreign strategies (Black et al., 1992). Has noted the employees' behavior in their workplace is influenced by three different cultures: their national (earlier development), their occupational (professional life) and their organizational culture (Hofstede, 1991). This approach is interpretative involved with understanding however members of a group enact their specific realities and endow them with which means (Smirich, 1983). Explained structure Culture includes image, language, ideology, belief, ritual and known the importance of leaders (entrepreneurs) in establishing structure Culture (Pettigrew, 1979). Referred a bigger level of job satisfaction can maintain constructive attitudes and a lower level can possess unhelpful attitudes regarding the geographical point just in case full-time staff (Hamner & Organ, 1978). Explains that job satisfaction should do with individual" s perceptions (influenced by wants, satisfaction) associated analysis of his job as an outcome to having employment

(Schneider et al., 1975).

## METHODOLOGY AND HYPOTHESIS

Job satisfaction may be a state of pleasant feeling of appreciation of one's work which that contributes vastly to the performance of a corporation. The aim of this study was to assess the connection between organization culture and its factors influencing job satisfaction. The study was conducted at HPCL, Visakhapatnam with a sample size of one hundred thirty executives. A structured questionnaire having questions related for study on a five point scale was taken as tool for study. Study was done by interacting with employees one by one. For study, significant relation between factors of organizational culture and job satisfaction a one sample t-test was useful for each variable. The table value considered is 3.3(Average Mean) and if level of significance is less than 0.05, we reject the null hypothesis.

**Null Hypothesis H0:** "There is no significant relationship between organizational culture and its factors influencing on Job satisfaction".

**Alternate Hypothesis H1:** "There is a significant relationship between organizational culture and its factors influencing on Job satisfaction."

## RESULTS & DISCUSSIONS

| One-Sample Test | | | |
|---|---|---|---|
| | Test Value = 3.3 | | |
| | T | Df | Sig. (2-tailed) |
| My organization considers my suggestions/ideas before taking any major decisions. | 1.754 | 109 | 0.082 |
| My organization gives priority for open communication between management and employees. | 2.55 | 109 | 0.012 |
| Is Inter-personal relationship with your immediate supervisor and subordinate are harmonious in nature. | 2.734 | 109 | 0.007 |
| Does your management give priority for employee feedback? | -1.125 | 109 | 0.263 |
| There is a strong spirit of team work and cooperation among employees. | 0.271 | 109 | 0.787 |
| The organization has clear vision and goals to be achieved by the team members. | 1.17 | 109 | 0.245 |
| My organizational policies are reviewed annually to assess its effectiveness. | 0.734 | 109 | 0.464 |
| Does your organization give you an opportunity to do innovative things at work place? | 1.38 | 109 | 0.17 |
| The technology adopted by the organization | 0.839 | 109 | 0.403 |

| | | | |
|---|---|---|---|
| helps you to finish your work smoothly. | | | |
| Have you satisfied with the appraisal system provided by your organization? | 2.602 | 109 | 0.011 |
| Does your organization recognizes and acknowledges your work? | 0.498 | 109 | 0.619 |
| The ratings of your competencies done correctly during employee appraisal system. | -0.208 | 109 | 0.835 |
| Does your superior help you to improve your performance level? | 1.21 | 109 | 0.229 |
| The deadlines given by your superior to complete the task is realistic. | 0.545 | 109 | 0.587 |
| Does the work is distributed equally among members in the group. | 4.748 | 109 | 0 |
| My immediate supervisor is very active and effective in assigning and managing the work force. | 0.744 | 109 | 0.458 |
| Does your top management conduct frequent meetings to discuss about the work status? | -3.259 | 109 | 0.001 |
| Do you satisfied with the grievance handling procedure adopted by your organization. | -4.029 | 109 | 0 |
| In my organization employee problems and complaints are effectively handled. | -4.292 | 109 | 0 |
| Welfare facilities provided by the organization are adequate in nature. | 0.664 | 109 | 0.508 |

It is observed that, organization's decisions don't influence employees and they suggest that whenever major decisions are taken, managers should call for a meeting to make decisions to collectively solve problems for, evaluation and solving problems need a continuous process of decision making. Open communication plays an important role in shaping the organization's culture. Employees need to understand the importance of open communication and that it is mutual and expected from each other which will help grow the organization. A snowball effect of negative actions can envelop the energy of an organization ignore open communication. When trust is broken, workers tend to unite and be patient their beliefs for concern of retribution. They'll additionally feel that management doesn't have their best interests in mind, and they might also be cautious of providing something over and higher than the nominal involvement. Employees of HPCL area unit are extremely influenced by open communication concerned within the organization. As a result of open communication discussions area unit inspired to stake their concepts and considerations, each affirmative and adverse, provides workers the sense that they're valued. This logic of import successively ends up in a bigger sense, for the worker, of possession within the organization's success. Respondents during this analysis are primarily managers, senior executives and executives. The principle for selecting this sample is that each one senior executive and executives report back to a selected manager in their several work clusters.

The study conjointly reveals that during this organization, superior seeks suggestions from their subordinates, enable them to contribute inputs on vital choices so as to keep up their operating relationship, it'll consequently have an effect on their commitment to their work cluster. Communication among peers is associate exchange of knowledge and influence

among structure members, one among whom has a politician authority directs and measures the happenings of the subordinates of the organization (Jablin, 1979). Worker feedback is one among the foremost vital components that facilitate for each the workers and organization. Feedback impacts bottom line monetary growth, leadership growth for managers, worker engagement growth and even growth in your geographical point culture.

The above table shows that p value is 0.236 which is less than 0.05. Therefore, the null hypothesis is accepted. Therefore, either the management gives priority for employee's feedback or not, it does not much influence them in their job satisfaction. But, after we take into account employees' feedback on the educational program, it's essential to know the effectiveness of coaching program. Most times, staff higher perceives the type of coaching program that might facilitate them. It's vital to urge employees" opinion before the creation of recent coaching programs.

The study additionally reveals that no important relationship between opportunities to try and do innovative work and Job satisfaction. Cooperation is a necessary a part of geographical Point Success. Smart cooperation helps to make morale within the geographical point, that makes employees additional productive and ultimately improves profits. For organizations that have wonderful cooperation, problem-solving is less complicated – since folks with completely different skills and data can work along to supply an ingenious answer. Where-as it's not essential for employees to grasp the precise responsibilities of each person within the organization, employees ought to be crystal clear regarding the responsibilities of their immediate team mates. Workers United Nations agency work on groups will be additional productive than others United Nations agency work one by one (Jones et al, 2007). The rationale why a personal becomes additional productive acting on groups is that he/she acquires or enhances the useful activity skills through unlimited learning, cooperating, and exchanging thoughts and numerous experiences. Cooperation so, is a necessary part for the event and performance of a company or establishment.

From the analysis it is also evident that the organization mission, vision and goals do not have an impact on employee job satisfaction. But this vision statement gives light to the company and the goal they are striving to accomplish. Its prime goal is very specific – "To be a leading world class company" in hydrocarbon and energy related sectors. "The Company will be a model of brilliance in gathering social duty, condition, wellbeing and security standards and in worker welfare and relations". Policies and procedures are vital part of any organization. Policies are vital as a result of the address pertinent problems, like what constitutes acceptable behavior by workers. Procedures, on the opposite hand, clearly outline a sequence of steps to be followed in an exceedingly consistent manner, like however the organization can reply to any policy violations. Utilizing each policies and procedures throughout decision- creating ensures that employers area unit consistent in their choices. In HPCL, rules and rules area unit set down within the memo and Articles of Association of the corporate. Every department of the corporate, whereas discharging its functions, is target-hunting by Book of Delegated Powers, manuals, policy and pointers, that area unit sporadically reviewed and updated. The corporate follows the directives and pointers issued by the govt. of India on numerous matters.

The analysis conjointly reveals that reviewing of structure policies doesn't influence on worker job satisfaction. However the policies and procedures ought to be reiterated and mentioned with employees frequently at team conferences to make sure that workers stay awake to the importance of the policies and procedures. It's conjointly known from the higher than table that there's no vital relationship between opportunities to try and do innovative work and job satisfaction. The essence of associate innovative in organization lies in their employees' ability to contribute to the inventive method in reaching targets. As a corporation, you wish to convey your employees the autonomy to follow their novel concepts. It entails a

way of freedom which will alter workers to target new concepts to execute their day-after-day tasks. Workers feel valued after you acknowledge their efforts. Similarly, to market a culture of innovation in your organization, we want to implement associate incentive-based policy that rewards employees on the degree of innovation in their work.

The workers are extremely glad with the technology tailored by the organization wherever HPCL provides a commitment to use scientific and modern knowledge and data for achieving the vision of the organization whereas enhancing employee engagement & competencies. A range of employment connected aspects area unit processed for the convenience of availing numerous advantages that area unit processed in no time. Further, the C & B claims, leave, retirement processes, transfer connected needs etc. area unit all system primarily based procedures. Worker performance appraisal is an efficient tool or vehicle for assessment of worker performance and implementation of strategic initiatives for the development of worker performance (Lawler and McDermott, 2003). Wise (2005) conjointly aforementioned that performance appraisal system facilitates associate worker discover his strengths and weaknesses and would help him in higher cognitive process concerning his career decisions.

It is identified from the above table that performance appraisal provided by the organization is related with the employee performance outcomes. At HPCL performance appraisal method is predicated on balanced book approach and it includes:

- Financial/Physical
- Customers delight
- Learning & growth
- Improvement within the method beneath during which the Performance designing and review is dispensed.

At HPCL Quarterly Review is conducted to assess the performances of the staff particularly operating within the Managerial-Cadre. worker recognition is that the timely, informal or formal acknowledgement of a person's or team's behavior, effort or business result that supports the organization's goals and values, and that has clearly been on the far side traditional expectations. The higher than table shows the results of One-Sample t-test for recognition and its acknowledgement in work. It's known from the higher than table that p price is 0.619 that is larger than 0.05. Therefore, the null hypothesis is accepted. Thus, there's no important relationship between work recognition and Job satisfaction.

But, Praise and recognition are essential to an impressive geographical point and it's a basic human would like. Staff wishes to be revered and valued by others for his or her contribution. They feel to be recognized as a private or member of a bunch and to feel a way of accomplishment for work well done or maybe for a brave effort. Once staff and their work are valued, their satisfaction and productivity rises, and that they are intended to keep up or improve their smart work. The analysis shows no vital relation between competencies ratings and job satisfaction. Performance Appraisal Rating was accustomed resolve the performance levels of the workers. This technique helped America outline core worker traits concerning their job to be angle, information of labor, social control Skills, Team Work, Honesty, Regularity, irresponsibleness', social relationships, creativeness and Discipline, etc. These traits are numerically scaled to tabulate the scores gained by worker. For workers they follow Competencies rating like: **Four – Advanced** - Has broad and deep understanding and skills, with substantial experience and knowledge during this space. **Three – Good -** Has enough understanding and knowledge to control at a full skilled level with this broad vary of moderately advanced things. **Two – Developing -** new developing during this area; contains a general understanding of key principles however restricted or no applied expertise with this ability. **One – doesn't demonstrate –** this ability at the expected level, even with offered help or direction from others. For manager level, they follow this technique of rating: three –

extremely effective / strength Demonstrates high-level capability during this space a pair of – Effective systematically demonstrates capability during this space one – desires improvement must improve capability during this space. The most aim of the ratings of competencies is it allows the workers to spot and develop their strengths and weaknesses and align them towards structure objectives through content, mentoring and extra inputs through specific coaching programs. Additionally it's determined that there's no vital relationship between ratings of competencies and Job satisfaction.

In order to boost the performance level of staff, the organization should develop a culture of trust in team, providing constructive, meaty feedback on a daily. If a goal is not clearly printed and very realizable, staffs are less productive. So, try to ensure employees' assignments area unit as clear and slim as potential. Throughout this organization, they assist the workers in their work and build them feel appreciated and impressed to increase their performance and productivity. Work deadlines acts together of the sources of stress that may end in cause some dysfunctional consequences to the individual likewise on the organizations. Setting smart work deadlines is one altogether the techniques in time management (Alexander, 1981). Work deadlines do not appear to be entirely thought-about as time management technique but in addition facilitate to boost work performance (Labianca, Emory & Henry, 2005). The results show that there is no vital relationship between reaching the deadlines given by the superior and Job satisfaction. but variety of the workers area unit felt impractical in their reaching their deadlines so therefore on produce realistic attach degree absolute and relative timescale for each task and be clear why it's a necessity and do not assume or delay the activities. Study reveals that there's a big relationship between reaching the deadlines given by the superior and Job satisfaction. It's important as a result of work distribution is very influenced by workers and ends up in job satisfaction and therefore the managers in HPCL confirm that each employee has the proper quantity of labor. If there's an absence of employment balance, can even result in worker discontent associate degreed an overall decrease in organization morale. Having individual conversations with team members regarding their share of the collective employment ensures workers to remain intended and engaged. The on top of table shows the results of One-Sample t-test shows that there's no important relationship between distribution the work given by the superior and Job satisfaction.

Supervisor's play a polar role within the development of employees like Leadership, training, worker morale and task direction. Coaching workers on a way to perform their jobs so an authorization acceptable task ensures work is performed with efficiency. Supervisors usually perform as a greater in human action directives from high managers and news feedback from their workers. Whenever subordinates square measure doubtful and supervisor must facilitate and guides them take off from their problematic things. Here, Management typically, might fails to satisfy the wants therein regard the staff doesn't seem to be influenced and happy by the direction of the superiors. The on top of table shows the results of One- Sample t-test reveals that for conducting frequent conferences to debate the work standing square measure powerful tools that might facilitate United States in managing our comes with success and therefore the workers during this organization square measure extremely influenced with this issue. These standing conferences act as excellent platforms to spotlight accomplishments and skills of team members and nurture mutual respect towards one another. To an outsized extent, this helped the groups in reducing their reworks and brought back on the right track.

In HPCL, project manager collect the standing of the project tasks from the team members and review them against the project arrange. Effective standing conferences with the team will assist you in multiple ways that - It helps the project managers to trace the progress of the project through standing updates from team members. This project standing meeting additionally eliminates the communication drawback that's caused by associate degree

assumption or a belief. This builds answerableness and transparency inside the project. This created the team members extremely intended with trust on their teammates and square measure possible to complete their task on time. All classes of workers of HPCL supplied with numerous well outlined grievance redress mechanisms. Seventy two IT enabled platform is formed offered for all the staff to log in his/her grievances through on-line application whereby the problems / queries of employees are handled by the 60 minutes Officer. Just in case the staff doesn't seem to be happy with the resolution, they are supplied with appropriate increase mechanisms. Management worker Relations Committees [MERC] are established the least bit promoting Zones and each the Refineries that check up on the grievances of Officers underneath their jurisdiction. From the study it's evident that workers square measure well-happy with grievance handling procedure by the organization, as p price is zero.000 that is a smaller amount than zero.05. Therefore, the null hypothesis is rejected. Hence, it's ended that employee's issues and complaints square measure effectively handled by the organization and workers square measure extremely influenced by this element. The proper to figure with dignity which incorporates the proper to a gender sensitive work setting is powerfully promoted by HPCL. The Corporation is committed to require measures to eradicate all styles of discrimination to make a healthy work setting that is freed from prejudice, gender bias and harassment. The on top of table shows the results of One- Sample t-test for whether or not the staff square measure happy with welfare schemes offered by HPCL. It's known from the analysis that p price is zero.002 that is a smaller amount than zero.05. Therefore, the null hypothesis is rejected. Hence, it's ended that workers square measure extremely influenced and happy with the welfare schemes provided by the organization. Housing facilities, free medical facilities, retirement edges, youngsters and adult academic edges, welfare measures for the employee's families, loan facilities then on, square measure few of the notable worker welfare schemes of HPCL.

As the responses were collected from each govt. and non-executive cadres, a number of the staff weren't happy and not a lot of influenced with the welfare facilities provided by the organization. Growth and property of any organization will solely be driven by the staff. Potency and dedication of the organization may be a risk once worker welfare is unbroken because the preponderating the least bit the days (Casley C 2013). Thus, it's essential and it's obligatory the employers to contribute to the employee's edges for optimum performance and potency.

Substantiating emotional assertive statements with empirical evidences has given power to the author in proving his or her point. When the survey was taken, the universally accepted statistical tool called T-test was applied to our study for the purpose of drawing meaningful conclusions. By using one sample T test, it is observed that out of 20 factors taken into consideration for this study, the 8 factors which are mentioned below, the p value is less than 0.05(null hypothesis is rejected.) and showing significant relationship between organizational culture and job satisfaction.

- If the Inter-personal relationship with your immediate supervisor and subordinate harmonious in nature?

- Does the technology adopted by the organization help you finish your work easily?
- Are you satisfied with the appraisal system provided by your organization?

- Is the work distributed equally among the members in the group?

- Does your top management conduct frequent meetings to discuss about the work status?
- Are you satisfied with the grievance handling procedure adopted by your organization?
- In my organization employee problems and complaints are effectively handled.

- Welfare facilities provided by the organization are adequate in nature.

## CONCLUSION

Every worker has his/her own norms and values and belief systems towards a company wherever they work. It's important for firms to be patient about a person adopting himself to the norms and culture of the organization, though it is at times, time taking. There's a robust and deep impact of the culture of the organization, on the performance of the staff that facilitate workers, stay happy with them, with organization and improve the productivity of organization. We conclude that there's positive and vital correlation among Impact of structure culture on employees' commitment, job satisfaction and workers retention on the premise of the analysis. We tend to find from the study that structured culture is a crucial and an extremely authoritative component of worker commitment and job satisfaction. Too many dissatisfaction people leaving the company in search of new jobs are a threat to the company's repute. A positive structure culture can enhance employee's commitment, job satisfaction and reduce employee retention, mechanically increase the performance. Once workers square measure on the proper path, it's straightforward to develop a company in an exceedingly positive manner. This study proves that robust structure culture helps new workers to adopt the structure culture and gain a competitive advantage. A harmonious relation of interdependency between employer and employees is crucial for the over-all development of the firm. This way of designing the structure of organizations where involvement of subordinates is encouraged at the decision making level will only show positive results. The attrition rates will come down, employee loyalty increases as well will the performance have positive results. This will keep the organization healthy and progressive.

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