

A STUDY ON ORGANIZATIONAL CULTURE ON EMPLOYEE JOB SATISFACTION WITH SPECIAL REFERENCE TO TITAN COMPANY LTD.,BANGALORE

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ABSTRACT

Organizational culture, also known as corporate culture, is a strategic intangible scheme that incorporates basic assumptions and values which define the behavior, operation, and activities of an organization. In other words, it's the general attitude, mood, and motivation, or lack thereof, of the people in the company. Organizational culture represents an company's common beliefs and concepts that create the social and psychological environment of an organization. In the contemporary business environment, the company culture often contributes to its success, as it is unique and it cannot be transferred to competitors. It can also contribute to its failure. Based on corporate culture, members know how they should perform their jobs, behave, and dress. The objective of the study is to analyse the organizational culture on employee job satisfaction with special reference to Titan Company Ltd., Bangalore. The sample of the study is 120. Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis and correlation statistical tools have been applied to reach the findings of the study. It is found that there is no significant relationship between educational qualification of the respondents and employee involvement. It is suggested that supervisors need to regularly acknowledge and value employees' contributions to foster job satisfaction. It is concluded that organizations must prioritize the cultivation of a positive culture that fosters collaboration, autonomy, and a sense of belonging among employees to ensure sustained success and employee well-being. It is imperative for organizations to continuously evaluate and adapt their culture to meet the evolving needs and expectations of their workforce in order to thrive in today's dynamic business landscape.

INTRODUCTION

ORGANIZATIONAL CULTURE

Meaning

Organizational culture, also known as corporate culture, is a strategic intangible scheme that incorporates basic assumptions and values which define the behavior, operation, and activities of an organization. In other words, it's the general attitude, mood, and motivation, or lack thereof, of the people in the company.

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Definition

According to Torben Rick, Organizational culture is defined as the underlying beliefs, assumptions, values and ways

of interacting that contribute to the unique social and psychological environment of an organization.

Culture is

- Learned
- Rooted in the traditions of the organization
- Shared by the people of the organization
- Transgenerational
- Cumulative
- Symbolic in nature
- Multifaceted (i.e. it is composed of several elements put together)

Characteristics of Organizational Culture

The seven characteristics of organizational culture are:

1. **Innovation** (Risk Orientation) - Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.
2. **Attention to Detail** (Precision Orientation) - This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects their employees to perform their work with precision. A culture that places a low value on this characteristic does not.
3. **Emphasis on Outcome** (Achievement Orientation) - Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.
4. **Emphasis on People** (Fairness Orientation) - Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.
5. **Teamwork** (Collaboration Orientation) - Companies that organize work activities around teams instead of individuals place a high value on this characteristic of organizational culture. People who work for these types of companies tend to have a positive relationship with their coworkers and managers.
6. **Aggressiveness** (Competitive Orientation) - This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete with in the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.
7. **Stability** (Rule Orientation) - A company whose culture places a high value on stability are rule-oriented,

predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

Factors Affecting Organization Culture

Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of direction and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace.

There are several factors which affect the organization culture:

- The first and the foremost factor affecting culture is the **individual working with the organization**. The employees in their own way contribute to the culture of the workplace. The attitudes, mentalities, interests, perception and even the thought process of the employees affect the organization culture.

Example - Organizations which hire individuals from army or defence background tend to follow a strict culture where all the employees abide by the set guidelines and policies. The employees are hardly late to work. It is the mindset of the employees which forms the culture of the place. Organizations with majority of youngsters encourage healthy competition at the workplace and employees are always on the toes to perform better than the fellow workers.

- **The sex of the employee** also affects the organization culture. Organizations where male employees dominate the female counterparts follow a culture where late sitting is a normal feature. The male employees are more aggressive than the females who instead would be caring and softhearted.

- **The nature of the business** also affects the culture of the organization. Stock broking industries, financial services, banking industry are all dependent on external factors like demand and supply, market cap, earning per share and so on. When the market crashes, these industries have no other option than to terminate the employees and eventually affect the culture of the place. Market fluctuations lead to unrest, tensions and severely demotivate the individuals. The management also feels helpless when circumstances can be controlled by none. Individuals are unsure about their career as well as growth in such organizations.

- **The culture of the organization is also affected by its goals and objectives**. The strategies and procedures designed to achieve the targets of the organization also contribute to its culture.

Individuals working with government organizations adhere to the set guidelines but do not follow a procedure of feedback thus forming its culture. Fast paced industries like advertising, event management companies expect the employees to be attentive, aggressive and hyper active.

- **The clients and the external parties** to some extent also affect the work culture of the place. Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.

- **The management and its style of handling the employees** also affect the culture of the workplace. There are certain organizations where the management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization. The management must respect the employees to avoid a culture where the employees just work for money and nothing else. They treat the organization as a mere source of earning money and look for a change in a short span of time..

Definition of Job Satisfaction

Job satisfaction is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels that he/she is having job stability, career growth and a comfortable work life balance.

Job satisfaction has been defined as a “pleasurable or positive emotional state, resulting from the appraisal of one’s job experiences”

FACTORS OF JOB SATISFACTION

Job satisfaction factors refer to an employee’s general attitude because of many specific attitudes. There are various factors that affect how satisfied the company are with their job. Important ones are addressed below:

1. Personal factors

They include things like a worker’s gender, education level, age, marriage status, personal traits, family history, socioeconomic background, and other similar things.

2. Factors inherent in the job

Recent research has shown that these factors are important when choosing workers. Instead of being told what to do by their coworkers and bosses, skilled workers would rather be led by their own desire to choose jobs based on “what they have to do.” Some of these factors are the work itself, the conditions, the effects of the internal and external surroundings on the job that management can’t change, and so on.

3. Factors controlled by the management

Management has control over the type of supervision, job security, type of workgroup, pay rate, chances for promotions and transfers, length of work, and sense of responsibility. All of these things have a big effect on the people. These things give the workers a sense of motivation and job happiness.

NEED OF THE STUDY

In today's dynamic and competitive corporate environment, building and maintaining a strong organizational culture is critical to supporting employee job satisfaction and organizational success. One of the key concerns is the inadequate execution of organizational culture efforts, which results in a misalignment between the organization's declared ideals and its actual behaviors. This disparity frequently causes misunderstanding, disengagement, and discontent among employees, lowering morale and productivity. When employees see a gap between the organization's principles and their daily experiences, it undermines their sense of belonging, motivation, and job satisfaction. This can result in higher turnover rates, lower productivity, and a negative influence on overall organizational performance. As a result, there is an urgent need to investigate the underlying reasons of these cultural inefficiencies and devise effective measures for improving organizational culture.

This study seeks to solve these issues by looking into the relationship between organizational culture and employee job satisfaction. Finally, the outcomes of this study project are expected to help organizational leaders and practitioners understand how to develop a supportive and empowered culture that not only improves employee job satisfaction but also supports long-term organizational success.

OBJECTIVES OF THE STUDY

Primary objective

- To study on organizational culture on employee job satisfaction with special reference to Titan Company Ltd., Bangalore

Secondary objectives

- To assess the leadership styles within the organization on employee job satisfaction
- To evaluate the effectiveness of communication practices within the organization
- To investigate the employee involvement in the organisation
- To measure the employees job satisfaction within the organization
- To obtain suggestions from the respondents to enhance organisational culture to increase job satisfaction.

SCOPE OF THE STUDY

The scope of the study is confined to organizational culture on employee job satisfaction with special reference to Titan Company Ltd., Bangalore. The study aims to assess leadership styles, evaluate communication practices, investigate employee involvement, and measure job satisfaction within the organization. Through investigating these facts, the research seeks to offer significant perspectives on the ways in which organisational culture affects employee satisfaction. This study is important because it may provide firms like Titan Company Ltd. with practical advice on how to improve organisational culture, which would in turn increase employee job satisfaction. Companies may create a healthy work environment by using their understanding of employee involvement, communication styles, and leadership styles as guidance. The results might aid companies in pinpointing areas in need of development, putting good plans into action, and cultivating a work environment that encourages happiness, all of which would boost employee engagement, retention, and overall business performance

REVIEW OF LITERATURE

Amjad Ali, Bhaswati Patnaik (2018), “Organizational Culture: A Study On Managers Of Private And Public Undertakings”, IJMRR, September 2018, Volume -4, Issue- 9, page no. 861-871.

Ebru Yıldız (2018), The objective of this study is to explore the organisational culture prevailing in public sector and private sector industrial organizations. In the literature, along with the studies aiming at identifying the elements of organizational culture, there are some research that study the relationship between organizational culture and performance. This article is a theoretical study of the two concepts and suggests a research model for further research. Recently, knowledge management and innovation strategy have started to be regarded as features of organizational culture. Research shows that these two variables also have significant impacts on organizational performance. Our model found that the measuring the effect of organizational culture on performance along with the supportive impacts of knowledge management and innovation strategy.

Ebru Yıldız (2018), “A Study on the Relationship between Organizational Culture and Organizational Performance and a Model Suggestion”, IJRBS, Volume-3, Issue-4, 2018, ISSN: 2147-4478, page no.52-67.

S. Valentine Usha Kalaichelvi, Dr. Auxilia Antony, Dr. A. Nelson Vimalanathan (2018), Organizational Culture is defined as the values and behaviors that contribute to the unique social and psychological environment of the organization. Organizational culture includes an organizations expectations, experiences, philosophy and values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world and

future expectations. The sample of present research consisted of a total of (N=100) Managers, 50 each from private and public undertakings. This paper concluded that the right organizational culture is the most important factor for a good knowledge management. It can be planned and structured partly.

Yafang Tsai (2018), “Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction”, Tsai BMC Health Services Research, 2018, Volume-14, Issue-2, page no. 98-105.

Zahoor Ahmad Parray, Shabir A. Bhat (2018), The main purpose of this paper is to examine the impact of several perceived organizational culture variables on the job satisfaction of a cross-section of health care employees. The sample for our study was taken from a population of all the hospitals operating in the state of J & K which mainly consists of medical and paramedical employees. The sample consisted of 759 employees from four categories of hospitals operating in the state of J and K. The sample size is 432. Exploratory factor analysis was performed for the purpose of exploring the factor structure of the measures used in this study. Results of this study reveal that, to achieve high job satisfaction, organizations first need to develop the cultural context, and practices for improving employee job Satisfaction.

Zahoor Ahmad Parray, Shabir A. Bhat (2018), “Organizational cultural and Job satisfaction - A study of health care industry”, The Business Review, Volume-22, Issue- 1, Jan-June 2018, page no.56-62.

Crispen Chipunza, Bulelwa Malo (2019) concluded that an optimistic view for the employees on the organization's community, successful relationships with co-workers, supervisors' encouragement. Participants are fairly pleased with job prospects, and the wages were not satisfactory. Finally, the connection between the atmosphere of the company and satisfaction at the job is important. There are two aspects to satisfaction, mainly intrinsic and extrinsic. Earned status and respect are extrinsic factors that play an important role in employee satisfaction. Self-efficacy, as an intrinsic factor, helps as it promotes individual selffulfillment.

RESEARCH METHODOLOGY

Research methodology is a way to systematically solve the problem, science of study how the research is done and the various steps that are generally adopted by a researcher in studying his problem along with the logic behind them. Briefly the research methodology is the logic behind the methods that are used in the context of research studies and explain why particular methods are used and why the others are not used. So that the research results are capable of being evaluated either by the research or by others.

RESEARCH DESIGN

This research study is descriptive in nature. Descriptive research studies are those studied which concerned with describing the characteristics of a particular individual or of a group. The studies concerned with specific predictions, with narration of facts and characteristics concerned individual group or situation. Descriptive research seeks to determine the answers to who, what, when, where and how questions.

SAMPLING DESIGN

The process of using a small number of items or parts a large population to make conclusions about the whole population.

Sampling Technique

Sampling technique used is non probability convenience sampling. Non probability sampling is “a sampling technique in which of the sample selected are on the basis of basis of personal judgment or convenience”. The technique here “Convenience sampling”. It is a sampling procedure used to obtain those units or people most conveniently available.

Sampling Size

There are more than 575 employees working in various shifts in the organization. So the data's are collected from 120 various shifts employees. That means the sample size is 120

Sampling Unit

Data's are collected directly from the employees who are working in the organization. So the sampling area is Titan Company Limited, Bangalore.

DATA COLLECTION

Data refer to information or raw facts. Generally the data's are separated into two types' primary data and secondary data. For a research primary and secondary data are collected from various sources. The data collected by the researcher are purely on the “primary data” and less dependent on the “secondary data”.

Primary Data

The primary data collected a fresh and for the first time and happen to be original in character. In this study primary data was collected directly from respondents (employees) with the help of questionnaires.

Secondary Data

The secondary data are collected by someone else and which have already been passed through statistical process. In this study the secondary data was collected from company's annual report, department files, records, journal, internet and etc.

TOOLS USED FOR ANALYSIS

In the study there were one types of tools used to analyze the collected data. They are

- Percentage analysis and graphical representation
- Chi-squared test
- correlation

CHI-SQUARE ANALYSIS

Null hypothesis (Ho):

There is no significant relationship between educational qualification of the respondents and employee involvement.

Alternative hypothesis (H1):

There is significant relationship between educational qualification of the respondents and employee involvement.

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
EDUCATIONAL QUALIFICATION OF THE RESPONDENTS * EMPLOYEE INVOLVEMENT	120	100.0%	0	.0%	120	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	53.163 ^a	52	.429
Likelihood Ratio	61.148	52	.180
Linear-by-Linear Association	.466	1	.495
N of Valid Cases	120		

a. 67 cells (95.7%) have expected count less than 5. The minimum expected count is .10.

INTERPRETATION:

As per the above table, it is inferred that the P value is 0.429; it is significant to 5% (0.05) significant level. The minimum expected count is 0.10. Thus null hypothesis is accepted and it is found that there is no significant relationship between educational qualification of the respondents and employee involvement.

Correlations

	YEARS OF EXPERIENCE OF THE RESPONDENTS	JOB SATISFACTION
YEARS OF	Pearson Correlation	1
		-.196*

EXPERIENCE OF THE RESPONDENTS	Sig. (2-tailed)		.032
	N	120	120
JOB SATISFACTION	Pearson Correlation	-.196*	1
	Sig. (2-tailed)	.032	
	N	120	120

*. Correlation is significant at the 0.05 level (2-tailed).

INTERPRETATION:

The Above table indicates that out of 120 respondents, co-efficient of correlation between years of experience of the respondents and job satisfaction is -0.196. It is below 1. So there is negative relationship between years of experience of the respondents and job satisfaction.

SUMMARY OF FINDINGS

- ☐ 61.7% of the respondents are male.
- ☐ 49.2% of the respondents are in the age group of 21 to 30 years.
- ☐ 38.3% of the respondents have completed UG educational qualification.
- ☐ 33.3% of the respondents have 5 to 10 years experience.
- ☐ 55.0% of the respondents have Rs. 10001-20000 as their monthly income.
- ☐ 44.2% of the respondents are strongly agree towards the employees provided with clear goals and objectives their supervisors.
- ☐ 40.0% of the respondents are agree towards the supervisors frequently recognize and appreciate employees' contributions and efforts.

- ☐ 41.7% of the respondents are strongly agree towards the supervisors provide guidance and support to help employees develop their skills and abilities.
- ☐ 44.2% of the respondents are agree towards the leaders within the organization demonstrate a high level of integrity and ethical conduct.
- ☐ 37.5% of the respondents are disagree towards the leaders within the organization actively promote a culture of innovation and creativity among employees.
- ☐ 30.8% of the respondents are strongly agree towards the information relevant to employees' roles and responsibilities is communicated clearly and effectively.
- ☐ 30.8% of the respondents are agree towards the employees feel comfortable expressing their opinions and concerns in meetings and discussions.
- ☐ 27.5% of the respondents are strongly agree towards the communication channels within the organization facilitate timely exchange of information.
- ☐ 28.3% of the respondents are strongly disagree towards the communication within the organization promotes a sense of unity and collaboration among employees.
- ☐ 29.2% of the respondents are disagree towards the communication practices within the organization align with its values and goals, fostering a positive work environment.
- ☐ 35.8% of the respondents are neutral towards the employees encouraged to participate in decision-making processes related to their work.
- ☐ 37.5% of the respondents are strongly agree towards the employees involved in setting goals and targets for their individual and team performance.
- ☐ 30.8% of the respondents are agree towards the suggestions and ideas from employees are taken into consideration implementing changes within the organization.
- ☐ 44.2% of the respondents are strongly agree towards the employees provided with the autonomy and authority to carry out their responsibilities effectively.
- ☐ 43.3% of the respondents are agree towards the employees sense of ownership and accountability for the success of the organization.
- ☐ 41.7% of the respondents are strongly agree towards the level of autonomy and control over work responsibilities is satisfactory.
- ☐ 46.7% of the respondents are agree towards the organizational work environment encourages a healthy balance between work and personal life.
- ☐ 37.5% of the respondents are disagree towards the support from colleagues and supervisors aids in achieving professional goals.
- ☐ 30.8% of the respondents are strongly agree towards the opportunities for career advancement and growth

are provided within the organization.

- ☐ 30.8% of the respondents are agree towards the job tasks are perceived as challenging and intellectually stimulating.
- ☐ There is no significant relationship between educational qualification of the respondents and employee involvement.
- ☐ There is negative relationship between years of experience of the respondents and jobsatisfaction.

SUGGESTIONS

- ☐ It is the responsibility of supervisors to ensure that employees are consistently informed of distinct goals and objectives.
- ☐ Employers must consistently recognise and appreciate the contributions of their staff in order to promote employee satisfaction.
- ☐ The provision of guidance and support by supervisors is crucial in fostering the skill development and growth of employees.
- ☐ It is imperative for leaders to demonstrate integrity and ethical conduct in order to foster trust and increase levels of job satisfaction.
- ☐ Leadership ought to proactively foster and provide assistance for employees' innovation and creativity. The organisation must ensure that pertinent information is conveyed to employees in a plain and efficient manner.
- ☐ It is imperative that employees are motivated to openly voice their opinions and concerns during meetings and discussions.
- ☐ Channels of communication ought to enable the prompt exchange of information in order to improve productivity and foster cooperation.
- ☐ Employee collaboration and unity should be fostered through communication in order to cultivate a positive work environment.
- ☐ Effective communication practices must be in accordance with the values and objectives of the organisation in order to foster a positive and productive work environment.
- ☐ Employee participation in work-related decision-making processes must be encouraged.
- ☐ Employee engagement in the process of establishing objectives and goals can increase motivation and job satisfaction.
- ☐ Considering employee suggestions and ideas during the implementation of changes is of the utmost importance.

- ☐ Employees ought to be granted autonomy and authority in order to efficiently carry out their duties.
- ☐ Foster an environment that promotes employee ownership and accountability in order to achieve organisational success.
- ☐ The organisation is obligated to ensure that the degree of employee autonomy regarding work-related obligations is satisfactory.
- ☐ For the well-being of its employees, the organisation must foster a work environment that encourages a healthy work-life balance.
- ☐ It is imperative for the organisation to cultivate a culture of support among employees and superiors in order to facilitate the attainment of professional objectives.
- ☐ It is imperative that the company furnishes sufficient prospects for personnel development and progression within the structure.
- ☐ In order to bolster job satisfaction, it is imperative that employers design challenging and intellectually stimulating job tasks.

CONCLUSION

As a result of this research, the pivotal significance of organisational culture in influencing employee job satisfaction has been illuminated. After conducting an analysis of several factors including goal clarity, supervisor recognition, communication efficacy, and employee empowerment, it can be inferred that a positive organisational culture has a substantial impact on improving employee satisfaction and the overall performance of the organisation. The results emphasise the significance of leadership integrity, the encouragement of innovation, and employee participation in decision-making procedures. Furthermore, the research underscores the importance of well-defined channels of communication, conducive work environments, and prospects for career advancement and progress. Organisations must place utmost importance on fostering a positive culture that promotes autonomy, collaboration, and a sense of belonging among its members in order to guarantee long-term success and positive employee welfare.

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