

## **A STUDY ON THE IMPACT OF WORKPLACE CULTURE ON EMPLOYEE JOB SATISFACTION AT HYUNDAI.**

Soundarya. M Assistant Professor  
School of Management Studies

Sathyabama Institute of Science and Technology Chennai- 600119 [Soundaryamuthu90@gmail.com](mailto:Soundaryamuthu90@gmail.com)

Shamithra S MBA Final year student  
School of Management Studies

Sathyabama Institute of Science and Technology Chennai- 600119 [Shamithra125@gmail.com](mailto:Shamithra125@gmail.com)

### **ABSTRACT**

This study analyzes the impact of workplace culture on employee job satisfaction at Hyundai Motor India Pvt Ltd. Workplace culture plays a critical role in shaping employee attitudes, motivation, and overall performance. The research focuses on key cultural dimensions such as leadership style, communication practices, recognition systems, teamwork, and work-life balance. A descriptive research design was adopted using both primary and secondary data. Primary data was collected through structured questionnaires from employees, while secondary data was gathered from journals, books, and company reports. Statistical tools such as percentage analysis, chi-square test, and correlation were used. The findings reveal that a positive workplace culture significantly enhances job satisfaction, employee engagement, and productivity. The study concludes that organizations must foster a supportive and inclusive culture to achieve long-term success and employee retention.

### **KEYWORDS**

Workplace Culture, Employee Satisfaction, Organizational Behaviour, Leadership, Motivation, Work-Life Balance, Employee Engagement, Productivity.

### **INTRODUCTION**

In today's competitive business environment, employee satisfaction has become a key factor for organizational success. Workplace culture includes shared values, beliefs, norms, and practices that influence employee behavior and attitudes. A strong and positive culture enhances employee morale, commitment, and efficiency. On the other hand, a weak or toxic culture can lead to dissatisfaction, absenteeism, and high turnover.

Employee job satisfaction refers to the level of contentment employees feel regarding their job roles, work environment, and organizational policies. Factors such as leadership style, communication, recognition, and career growth opportunities significantly influence satisfaction. This study aims to explore the relationship between workplace culture and job satisfaction at Hyundai.

## PROBLEM OF STATEMENT

Despite technological advancements and organizational growth, many companies struggle to maintain employee satisfaction due to ineffective workplace culture. Issues such as poor communication, lack of recognition, and imbalance between work and personal life reduce employee morale. This study addresses the problem of how workplace culture impacts job satisfaction among employees at Hyundai.

## REVIEW OF LITERATURE

Several studies have established a strong link between workplace culture and job satisfaction.

- Research indicates that supportive leadership and open communication improve employee engagement.
- Studies highlight that fairness, recognition, and teamwork significantly enhance satisfaction levels.
- Some authors emphasize the role of work-life balance and flexible work practices in modern organizations.
- Negative cultures characterized by poor management and lack of trust lead to dissatisfaction and turnover.

Overall, literature confirms that workplace culture is a major determinant of employee satisfaction and organizational performance.

## OBJECTIVES

- To analyze the workplace culture at Hyundai
- To measure employee job satisfaction levels
- To identify factors influencing job satisfaction
- To study the relationship between workplace culture and employee satisfaction
- To provide suggestions for improving workplace culture

## HYPOTHESIS

- **H0 (Null Hypothesis):** There is no significant relationship between workplace culture and employee job satisfaction
- **H1 (Alternative Hypothesis):** There is a significant relationship between workplace culture and employee job satisfaction

## SCOPE OF THE STUDY

This study focuses on analyzing the impact of workplace culture on employee job satisfaction at Hyundai Motor India Pvt Ltd, Sriperumbudur. It examines key factors such as leadership, communication, teamwork, recognition, and work-life balance.

The study includes employees from different departments and experience levels to understand their perceptions. It is limited to one organization, so the findings may not be applicable to all companies.

The research aims to identify the relationship between workplace culture and job satisfaction and provide suggestions to improve employee satisfaction and organizational performance.

Furthermore, the study contributes to understanding how a positive workplace environment can lead to improved productivity, reduced employee turnover, better teamwork, and long-term organizational success.

## LIMITATIONS

- The study is limited to a single organization
- Sample size is relatively small
- Time constraints affected data collection
- Responses may be biased due to personal opinions
- Results cannot be generalized to all industries

## RESEARCH METHODOLOGY

The study adopts a descriptive research design to analyze the relationship between workplace culture and employee job satisfaction. Both qualitative and quantitative approaches are used for better understanding. Data is collected through structured questionnaires (primary data) and supported by journals, books, and company records (secondary data). The sampling method used is convenience sampling.

## POPULATION SIZE

The population includes all employees working at Hyundai Motor India Pvt Ltd.

## **SAMPLE SIZE**

A sample of 150 employees was selected for the study.

## **SAMPLE DESIGN**

Convenience sampling method was used to select respondents from different departments.

## **DATA COLLECTION METHODS**

Data was collected using both primary and secondary methods to ensure accuracy and reliability

## **PRIMARY DATA**

Primary data was collected through structured questionnaires distributed among employees. The questionnaire included questions related to job satisfaction, workplace environment, salary, management support, and work-life balance.

## **SECONDARY DATA**

Secondary data was collected from:

- Academic journals
- Books and research articles
- Company reports
- Online resources

## **STATISTICAL TOOLS**

- Percentage Analysis
- Chi-Square Test (to test hypothesis)
- Correlation Analysis (to study relationships between variables)

## DATA ANALYSIS & INTERPRETATION

**Table 1: Gender of Respondents**

S.No	Category	No	%
1	Male	90	60
2	Female	60	40

**Interpretation:** Majority of respondents are male (60%), but female participation is also significant.

**Table 2: Age of Respondents**

S.No	Category	No	%
1	18-25	60	40
2	26-35	45	30
3	36-45	30	20
4	45+	15	10

**Interpretation:** Most employees belong to the younger age group.

**Table 3: Field of Work**

S.No	Category	No	%
1	Production	60	36
2	Sales & Marketing	30	28
3	HR	30	16
4	Finance	15	12
5	Administration	15	8

**Interpretation:** Production department has the highest respondents.

**Table 4: Satisfaction with Current Job Role**

S.No	Category	No	%
1	Satisfied	75	50
2	Neutral	45	30
3	UnSatisfied	30	20

**Interpretation:** Half of the employees are satisfied with their job roles, indicating a moderate level of job satisfaction.

**Table 5: Workplace Environment**

S.No	Category	No	%
1	Satisfied	78	52
2	Neutral	42	28
3	UnSatisfied	30	20

**Interpretation:** A majority of employees are satisfied with the workplace environment, showing a positive organizational atmosphere.

**Table 6: Relationship with Co-workers**

S.No	Category	No	%
1	Good	90	60
2	Average	36	24
3	Poor	24	16

**Interpretation:** Strong interpersonal relationships exist among employees, promoting teamwork.

**Table 7: Salary Satisfaction**

S.No	Category	No	%
1	Satisfied	75	50
2	Neutral	45	30
3	UnSatisfied	30	20

**Interpretation:** Salary satisfaction is moderate, indicating room for improvement.

**Table 8: Promotion Opportunities**

S.No	Category	No	%
1	Satisfied	69	46
2	Neutral	45	30
3	UnSatisfied	36	24

**Interpretation:** Promotion opportunities are not fully satisfactory, requiring attention.

**Table 9: Work-Life Balance**

S.No	Category	No	%
1	Satisfied	72	48
2	Neutral	48	32
3	UnSatisfied	30	20

**Interpretation:** Work-life balance moderately affects employee satisfaction.

**Table 10: Management Support**

S.No	Category	No	%
1	Satisfied	78	52
2	Neutral	42	28
3	UnSatisfied	30	20

**Interpretation:** Management support is a key factor influencing employee satisfaction.

**Table 11: Overall Job Satisfaction**

S.No	Category	No	%
1	Satisfied	75	50
2	Neutral	45	30
3	UnSatisfied	30	20

**Interpretation:** Overall job satisfaction is positive but has scope for improvement.

## FINDINGS

- Workplace culture has a strong influence on job satisfaction
- Positive leadership improves employee engagement
- Effective communication enhances trust and teamwork
- Recognition and rewards increase motivation
- Work-life balance significantly impacts satisfaction
- Employees prefer supportive and inclusive work environments

## CONCLUSION

The study concludes that workplace culture is a key determinant of employee job satisfaction. A positive and supportive culture leads to increased motivation, productivity, and employee retention. Factors such as effective leadership, clear communication, recognition, and work-life balance play a crucial role in enhancing employee satisfaction.

Organizations should focus on strengthening leadership practices, encouraging open communication, and implementing fair reward systems. Providing opportunities for growth and maintaining a healthy work environment can further improve employee morale.

Overall, creating a strong workplace culture not only enhances employee satisfaction but also contributes to long-term organizational success and sustainability.

## REFERENCES

- Organizational Behaviour – Standard Textbooks
- Human Resource Management Journals
- Research Articles on Workplace Culture and Job Satisfaction
- Company Reports of Hyundai Motor India Pvt Ltd
- Online Academic Databases and Publications (Google Scholar, ResearchGate)
- Previous Research Studies and Case Analyses