

## A STUDY OF IMPACT OF WORK CULTURE ON JOB SATISFACTION

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**Abstract :** Work culture plays an important role in extracting the best out of employees and making them to remain with the organization for a longer duration. The organization must offer a positive ambience to the employees it promotes healthy work culture and inturn improves the productivity of the employees. The healthy work culture leads to success and growth of the organization. In the present study the researchers has tried to analyse the impact of work culture on job satisfaction of nationalised bank employees. Banking sector is a fast progressing sector and has contributed in the overall growth of the economy. Hence the level of job satisfaction of bank employees is analysed by the researcher.

### INTRODUCTION

A work culture has a great importance in today's competitive business environment as it has a great impact on the employee performance and satisfaction. It leads to success and growth of the business. A work culture includes knowledge, belief, laws, customs, art etc acquired by the people who form society. Every organisation has its own philosophies, ideologies, values, expectations, attitudes, beliefs, norms which are shared by various employees and the organization itself.

A work culture is defined as the specific collection of values and norms that are shared by people and groups in the organisation and that control the way they interact with each other and with stake holders outside the organization. Thus a strong work culture can be created with capable leaders, missions, strategies, goals etc. A good work culture emerges when the employees come out with the innovative idea and share their views and ideas with peers of different back ground. Thus strong and healthy work culture develops enthusiasm among the employees to work better and reach the organizational goals.

The healthy work culture leads to satisfied employees and thus leads to more productivity. To measure the level of job satisfaction certain variables of work culture affecting the job satisfaction level are analysed in this research paper. Few important variables are mentioned below.

**1)Encourage the discussions at work place-** The employees should feel free to share their opinions and ideas with the peers as well as top level management.

**2)Skill identifications-** The job assigned to each employee should be as per his skill sets or the interest areas. It will lead to better performance of the employee which in turn gives him job satisfaction.

**3)Periodic training and development-** After identifying the skill sets of the employees it is a responsibility of superiors to update their knowledge by imparting various kinds of training and development programmes.

**4)Job Rotation-** Doing monotonous work for a long period of time may decrease the productivity of the employee. So change in the work pattern may add his knowledge about the organization. One may work with more dedication.

**5)Employee Empowerment-** The employee is said to be satisfied when he is given necessary authority with responsibility. He may feel to work with more innovative ideas which will make the organization

successful.

**6) Cordial Relations with each other-** The harmonious relations among the employees may increase willingness to work promptly and they may get more satisfaction.

Thus the good work culture leads to satisfied employees. The work culture is thus the major component which affects level of job satisfaction. But job satisfaction being a subjective term it is difficult to analyse. Job satisfaction is a psychological phenomenon. If the employee have positive attitude towards his job one can say that there is a job satisfaction and if there is a negative attitude of employee towards his job then he is said to be dissatisfied. Job satisfaction has a positive impact on the productivity, turnover, absenteeism etc. Employee empowerment, skill identification and training, job rotations can lead to better job satisfaction. Employees will perform better if there is good work culture in the organization.

To analyse such an important component of human resource management the employees of public sector banks are selected. Indian banking sector played the pivotal role in the overall economic growth and it is a major indicator of countries economic progress. A large population of the country are willing to work in banking sector as there are ample opportunities for further growth. Banking sectors is the most challenging and fast growing service sector in India. Huge section of society is availing the various services offered by banking sector. It is customer centric service sector whose progress is dependent if the employees are satisfied with their job profile. It is facing acute competition from other financial institutions. Hence to modernise and grow Indian nationalised banks need to impart the skills among its employees which will lead to the increased productivity of the employees. Hence there should be strong alignment among the bank employees and organizational values. It is necessary for customer satisfaction and retention. The strong work culture plays a vital role in building the positive attitude of the employees towards their jobs and responsibilities. Thus it will lead to the higher level of job satisfaction. The banking sector in India has shown rapid growth and has reached the new heights after the liberalisation based on the Narsimhan committee recommendations. After the technological growth in the banking sector the working style of banks have changed. Man power is an important asset of every organization who contributes for the better performance of the organization. Hence being one of the leading service sectors in India it is necessary to study the employee performance in the banks which is influenced by the job satisfaction level.

#### **STATEMENT OF PROBLEM-**

Due to globalisation of business there is a change in the pace of banking sector. But the training and development needs of the employees are not coping with that pace, which leads to non performance of the employees that leads to job dissatisfaction. Lack of employee empowerment and skill identification can lead to job dissatisfaction.

#### **OBJECTIVE OF STUDY-**

- 1) To analyse the present work culture factors which influences the job satisfaction level among the nationalised bank employees.
- 2) To study the variables which leads to more job satisfaction with increased productivity of bank employees.
- 3) To suggest improvements in the working conditions which will make the employees feel to work in banks.
- 4) To suggest the measures to make the work more interesting and challenging.

#### **STATEMENT OF HYPOTHESIS-**

- 1) The pace of banking sector development, skill identification as well as training development requirements need to coincide with each other.
- 2) Supportive work culture influences job satisfaction.

#### **SCOPE OF STUDY-**

The study is evaluating the impact of work culture on public sector bank employees in Dombivali.

#### **IMPORTANCE OF STUDY-**

The banking sector being a fast growing customer centric service sector skill sets among

employees need to be developed by making proper work culture policies. It will lead to increased level of job satisfaction. Satisfied employees will work with more productivity and will improve the employee performance as well performance of banks.

**SOURCES OF DATA COLLECTION-**

- 1)Primary Data- The questionnaires are distributed among 50 bank employees of public sector banks in Dombivali.
- 2)Secondary Data- Secondary data is used like journals, books, websites etc for collecting the necessary information.

**REVIEW OF LITERATURE-**

A research is done by A. Thangswar in July 2011 in kanya kumara district o job satisfaction and work culture among the bank employees of State Bank of India.As per his findings the employees of SBI have job security this is the main factor for job satisfaction.

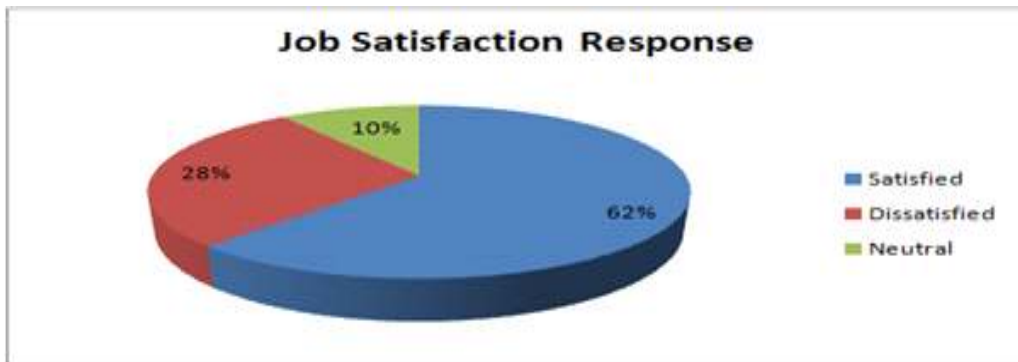
Arunima Shrivastav and Pooja Purang have published their findings in Asian Academic Journal of Management in July 2009. They have made of comparative study of job satisfaction levels of public and private sector bank employees.As per their findings the economic and social aspects need to be considered while measuring the job satisfaction.

**DATA ANALYSIS-**

The following interperatations is made after analysing the data-  
The responses of 50 public sector bank employees are analysed.

Satisfied	62%
Dissatisfied	28%
Neutral	10%
Total	100%

The variables of work culture affecting level of job satisfaction are shown through the diagrams given below-



The above diagram explains the level of job satisfaction among public sector bank employees.



The above diagram emphasise the importance of skill development training

**LIMITATIONS OF THE STUDY-**

- 1)The study is limited to public sector banks of Dombivali only and may not be applicable in other parts of the country.

**CONCLUSION-**

The healthy work culture needs to be developed by the joint efforts of employee as well as management. The job satisfaction of the employees can be increased by developing the positive attitude of employees towards their assignments. The necessary changes can be made by the management in the policies relating to employee development. The continuous efforts must be made by all to increase the productivity of the employees which will increase the profitability of the organization.

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