Research Paper   **Management**

Relationship Between Organization Culture and Employees' Satisfaction: Empirical Study

* Gaurav Vats

* Assistant Prof, Dept. of Commerce and Management, DAV College, Sector 10, Chandigarh

ABSTRACT

The concept of organization culture made a significant appearance in the business literature in the early 1980s. Organization culture reflects the underlying belief and value structure of an organization. Organization culture is apparently unifying and strongly appeals to management concern with projecting an image of the organization as a community of interests. Organizational culture is one of many situational variables that have emerged as pivotal in determining the success of leaders' efforts to implement change initiatives. The organizational culture plays a very significant role in making organizations get the best out of themselves. Therefore, OPTAPACE Profile (Pareek 1989), was adapted to measure the organization's culture. A total of 100 questionnaires valid questionnaires were obtained from the employees of Banks. The study determines the relationship between organizational culture and satisfaction among employees towards organizational culture. Pearson Correlation analysis was undertaken. The hypotheses are tested at the level of significance 0.05. Findings have implications for the effective and efficient management of the organization. undertaken. The hypotheses are tested at the level of significance 0.05. Findings have implications for the effective and efficient management of the organization.

Keywords :

A. INTRODUCTION

Culture is usually defined as social or normative glue that binds an organization together. It expresses the values and belief that organizational members share. Organizational culture is one of many situational variables that have emerged as pivotal in determining the success of leaders' efforts to implement change initiatives.

In the past 25 years, the concept of organizational culture has gained wide acceptance as a way to understand human systems. From an open system perspective, each aspect of organizational culture can be seen as an important environmental condition affecting the system and its subsystem. Increased competition, globalization, mergers, acquisitions, alliances, and various workforce departments have created a greater need for organizational culture. Thus, it has become an important pattern for the organization's development.

Culture is a complex issue that essentially includes all of a group's shared values, attitudes, beliefs, assumptions, artifacts, and behaviors. Culture is seen as controllable by management and contributing to the overall balance and effectiveness of an organization. In anthropology culture refers to the socially transmitted patterns for behavior characteristic of a particular social group. It refers to a way of life among particular people. The definitions highlight culture as historical, as including beliefs, values and norms that guide the action of cultural members, as being learned and as an abstraction from behavior and products of behavior.

Organization culture expresses itself to the members of an organization through the use of language with its immense variety and complexity, typify and stabilize experience and enable integration of these experiences into a meaningful whole. The study of organization culture can be classified into two categories: macro analytic and micro analytic. The macro analytic approach considers that the culture belongs to the whole group or the sub group. The micro analytic approach views culture as an inner possession of an individual

that can be understood through the cognitive processes of sense making, learning, and casual attribution, or by probing the uncoscious mind.

B. A Critique on Existing Literature:

Beugelsdijk et al., (2006) argued that organizational culture is an important factor influencing relationship skills, defined as a firm's ability and behavioral tendency to actively cultivate and manage its ties with other firms. Testing the model on a sample of 102 inter-firm relations, the study found that firms with organizational cultures characterized by an orientation towards stability and predictability, a positive orientation towards innovation, and not characterized by a strong focus on immediate results, score high on relationship skills.

Bunch (2007) explored the relationship between training failure and the manifestations of various levels of culture. The study revealed the causes of failed training for decades, focused on issues such as methods, program design, and trainee characteristics.

McLean *(2005)* reviewed the literature for factors related to organizational culture and climate that act as supports and impediments to organizational creativity and innovation.

Wells (2007) focused on personalize in the workspaces. Personalization has many benefits for employees (e.g., enhanced job satisfaction and well-being) and organizations (e.g., improved morale and reduced turnover). The author extended the research by examining organizational commitment and culture. It was predicted that highly committed employees personalize more than do less-committed employees and that culture has an indirect effect on personalization.

Chenetal., (2008) examined differences in perceptions of organizational cultures found in a survey of male and female managers in three types of banks in Taiwan. The study found that each bank type was characterized by a distinct pattern of gender differences that was related to the ownership, history

and type of business of that bank type. The study focused on explaining differences in perceptions of organizational cultures were the extent of organizational socialization and the adoption of various human resource practices, including team-working and targeted recruitment and selection, and the respondents' age and education.

Callan *(2007)* considered what family-friendly policies offer to employees and why culture is increasingly becoming a preferred site of inquiry. The methodology employed to access the basic assumptions which are constitutive of culture and the two case study organizations themselves were described.

Hofstede (1998) studied the perceptions of organizational cultures in Danish insurance company. In the study, employee attitudes were found to be clearly distinct from employee values. Perceptions of organizational practices were unrelated to values, and only overlapped with attitudes where both dealt with communication.

Rowlinson & Procter (1999) argued that a more historical approach in organizational culture studies and a more reflexive engagement with the concept of culture in business history would facilitate the deconstruction of founder-centred narratives of corporate culture.

C. Research Methodology
For the present study OPTAPACE Profile (Pareek 1989), was adapted to measure the organization's culture. OCTAPACE measures the ethos of an organization in eight values: openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. OCTAPACE was adapted to solicit responses on a five point Likert scale, ranging from strongly disagree to strongly agree. OCTAPACE is a meaningful term, indicating eight (octa) steps (pace) to create functional ETHOS. These values are discussed below.

Openness: The spontaneous expression of feelings and thoughts, giving the receiving feedback are the outcomes of openness.

Confrontation: It is defined as facing rather than shying away from problems. Deeper analysis of interpersonal problem is also confrontation.

Trust: It is defined as maintaining the confidentiality of information provided by others and not misusing it.

Authenticity: Congruence should be there in what one feels, says and does.

Proaction: It means taking the initiative, preplanning and taking preventive actions.

Autonomy: It means using and giving freedom to plan and act in one's own sphere.

Collaboration: Collaboration is giving help to others and asking for help, and working together.

Experimenting: This means using and encouraging innovative approaches to solve problems, encouraging creativity, and taking a fresh look at things.

A total of 100 questionnaires valid questionnaires were obtained from the employees of Banks. Pearson Correlation analysis was undertaken. The hypotheses are tested at the level of significance 0.05.

D. Objective of the study
To determine the relationship between organizational culture and satisfaction among employees towards organizational culture.

Hypothesis of the study:
There is no significant correlation among the Organizational culture's dimensions and overall satisfaction with values and beliefs in the organization.

E. Analysis and Interpretation of Findings:
Table 1: Correlation between the dimensions of Organizational culture dimensions

		wOpenness	Confrontation	trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation	satisfied with the organizational culture.
Openness	Pearson Correlation	1.000	.861**	.874**	.760**	.875**	.283**	.697**	.729**	.824**
	Sig. (2-tailed)	.	.000	.000	.000	.000	.004	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Confrontation	Pearson Correlation	.861**	1.000	.853**	.718**	.788**	.176**	.580**	.711**	.825**
	Sig. (2-tailed)	.000	.	.000	.000	.000	.080	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
trust	Pearson Correlation	.874**	.853**	1.000	.757**	.854**	.240**	.616**	.813**	.906**
	Sig. (2-tailed)	.000	.000	.	.000	.000	.016	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Authenticity	Pearson Correlation	.760**	.718**	.757**	1.000	.653**	-.085	.704**	.548**	.669**
	Sig. (2-tailed)	.000	.000	.000	.	.000	.398	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Proaction	Pearson Correlation	.875**	.788**	.854**	.653**	1.000	.279**	.692**	.749**	.842**

		wOpenness	Confrontation	trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation	satisfied with the organizational culture.
	Sig. (2-tailed)	.000	.000	.000	.000	.	.005	.000	.000	.000
	N	100	100	100	100	100	100	100	100	100
Autonomy	Pearson Correlation	.283**	.176**	.240**	-.085**	.279**	1.000	.113**	.085**	.267**
	Sig. (2-tailed)	.004	.080	.016	.398	.005	.	.261	.402	.007
	N	100	100	100	100	100	100	100	100	100
Collaboration	Pearson Correlation	.697**	.580**	.616**	.704**	.692**	.113**	1.000	.576**	.671**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.261	.	.000	.000
	N	100	100	100	100	100	100	100	100	100
Experimentation	Pearson Correlation	.729**	.711**	.813**	.548**	.749**	.085**	.576**	1.000	.773**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.402	.000	.	.000
	N	100	100	100	100	100	100	100	100	100

Correlation is significant at the 0.01 level (2-tailed)

The findings indicate that there is strong correlation among the eight dimensions of organizational culture at p<0.01 level. Thus, employees give weightage to all the dimensions of organizational culture.

Table: 2 Correlation between the employee's satisfaction with the values and beliefs prevailing in an organization.

		Openness	Confrontation	trust	Authenticity	Proaction	Autonomy	Collaboration	Experimentation
Satisfied with the organizational culture.	Pearson Correlation	.824**	.825**	.906**	.669**	.842**	.267**	.671**	.773**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.007	.000	.000
	N	100	100	100	100	100	100	100	100

Findings revealed the significant correlation between the employee's satisfaction with the dimensions of Organisational culture.

F. Conclusion:

Culture provides the energy needed to function well by ensuring as it were a proper circulation of blood through all the organs. The Corporate culture is one that results from the belief of the top management initially and subsequently from the HRD A healthy organizational culture rests on eight strong pillars of "OCTAPACE" referring to Openness, Confrontation, Trust, Authenticity, Proactive, Autonomy, Collaboration and Empowerment and Experimentation. Because culture is so deeply rooted in an organization's history and collective experience, working to change it requires a major investment of time and resources. They trust their seniors, subordinates and peers and rely on each other without any fear in time of crisis. Therefore, organizations should encourage employees to find out new and better means to do work.

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