

Organizational Culture & Environment: As Determinants of Job Satisfactions

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Abstract

The organization culture & environment is considered as the favorable signal for the growth of organization, a healthy organizational environment of any organization is a favorable for the employees and employer as well as business. The 'Organizational culture and environment' represents the structure setting as is perceived by the employers. It is a robust strategically to a company seeking a strategic advantage. In these current study researchers has tried to explore the cause and effect of organizational culture and climate in the job satisfaction. This study is based on secondary data and highly structured investigations have been done to find out the main determinants of job satisfaction in the banking sector organization.

After exploration of the various published data, it has been concluded that positive or favorable Organizational Culture & environment are the major determinants of Job satisfactions in any organizations.

Keywords: *Organizational Culture, Job satisfactions, Employers, Employees.*

Introduction

Organizational Culture

It can be defined as shared perceptions of organizational practices; the concept is similar to organizational climate, which has been typically conceived as employees' perceptions of observable practices and procedures (Denison, 1996). It is reflected in the manifold ways in which employees perceive, think, act and behave. It forms the glue that holds the organization together and stimulates employees to commit to the organization and to perform. (Glunk, & Maslowski, 2001; Wilderom and Van den Berg 2004).

The organizational culture influence the manner in which, employees behave at workplace (Schein, 2010). Culture is a perception or an impression that an employee gathered on the basis of what he had seen, heard and experienced within the organization. Culture is an attributed term. Culture is used to explain or describe something rather to evaluate that (Spender, 1996). Culture is a result of social interaction and it is a social phenomenon not a natural consequence of organizational technical characteristics as capacity, output or mechanics.

Theoretical Background and Literature Review

Organizational culture as a system of knowledge and standards that a clerk in accordance get with the organization's values and needs are considered (Blue, 2010:5) Organizational culture set of

beliefs, Norms that will guide the thinking and actions of employees in the organization (Allison and Asvnygsn, 2008:38). Organizational culture as common and basic assumptions can be defined that an organization has learned, While comes along with the environment and problems of compatibility with the external environment and integration internal environment to solve, for new members as the correct way teach them to solve problems (Alalvi et al., 2007:24).

Oscar (1998) believes that Strong organizational culture will bring many benefits for the organization. Benefits such as:

- Ability to maintain employee commitment to something beyond itself.
- Provide guidance to members of the organization through which they can select appropriate activities.
- Create a resource for meaning, identity and involvement of employees (Kaiser, 2008:12).

Role of Organizational culture in organizations:

Armstrong (2004), Culture could be a representative of social cohesion and creates a way of being us. Structure culture could be a system that makes a typical linguistics foundation that is that the basis of communication and sympathy. If these functions don't work satisfactorily, the present culture might scale back the potency of the organization. In step with Smircich (Tousi, 1993), culture provokes us and offers us the bravery to speak regarding one thing on the far side the technical processes within the organization.

Organizational Culture/Corporate Culture includes-

- The ways the organization conducts its business, treats its employees, customers, and the wider community,
- The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- How power and information flow through its hierarchy, and
- How committed employees are towards collective objectives.



Understanding Organisational Culture

Figure-1: Understanding the Organizational Culture

Source:<http://therightgroup.com.au/employee-research/company-culture-mapping/>

Components of Organizational Climate:

Employees' perceptions regarding organizational characteristics like role in decision making and rules in the workplace.

Relationship between organizational policies, employee values, his needs, and personality's traits.

Different Culture in different organization like over time norms.

Normative structure of attitudes and behavioral standards which provides a basis for interpreting the situations and act as a source of pressure for directing activities.

Organizational climate is described by its structure, authority & responsibility, reward system, nature of risk and warmth.



Figure:2 Organizational Culture and Communication

(Source: Kandlousi, et al, 2010)

Meaning of Job Satisfaction

The term job satisfaction was brought to limelight by Hoppock (1935). Job satisfaction can be considered as the attitude of a worker and its behaviour towards work and productivity. If the individual's expectations and his dominant needs are fulfilled by their employers, consistent with his expectations and values, hence the job would be satisfying. Mostly job satisfaction and work motivation are used as synonymous. But, the job satisfaction is concerned with strong feelings of an individual's towards his job, and work motivation is related with the behaviors and attitude that occur on the job.

Job Satisfaction Factors

High job satisfaction may lead to improved increased turnover, productivity, improved attendance, less job stress, reduced accidents, and lower unionization.

Job Stress and Job Satisfaction

Job stress in organizational culture may cause many diseases.

Job stress may cause of high absenteeism and tardiness or the employee may quit.

Absenteeism and Job Satisfaction

Workers who believe their job is relevant appear to attend regularly.

High job satisfaction will not automatically lead to low absenteeism; low satisfaction can lead to high absenteeism.

Unionization and Job Satisfaction

The main cause of unionization in many organizations is job dissatisfaction.

Dissatisfaction with salary, transfer policy, promotion policy, job security, fringe benefits, and behavior of the managers is reasons which make employees join unions.

Components of Job Satisfaction

Different elements of work culture of job satisfaction are the arrangements of wages and salary, nature of job, promotion policy and working culture and environment, location and working conditions.

- *Salary and Job Satisfaction:*

Monetary incentives always have a positive impact on job satisfaction.

Salary based on job demands, experience and individual skill level resulted standards satisfaction.

- *Nature of Work and Job Satisfaction:*

Intellectual challenging jobs.

Opportunities as per employee's skills and attitudes.

Employees feel enjoyment and fulfillment under mild pressure conditions

- *Promotions and Job Satisfaction:*

Promotional opportunities affect job satisfaction considerably.

Promotion brings change in job responsibility, pay band, authority and status.

- *Supervision and Job Satisfaction:*

Positive correlation between supervisory efficiency and job satisfaction.

Supporting personal relationships between managers and their employees lead to the happiness of their employee's positive correlation between the quality of supervision and job.

- *Work group and Job Satisfaction:*

Workers derive a high level of satisfaction from common attitudes and values among the members of the working group.

- *Working conditions and Job Satisfaction:*

Working hours, working conditions, temperature, lighting and noise, workplace cleanliness and appropriate tools and equipment affect job satisfaction.

Organizational Policies, Procedures and Job Satisfaction:

Organizational policies include the basis for performing people transfer promotions (seniority versus merit), lay-offs, foreign assignments and reward systems, reduction assessment and motivational methods, skill-based versus job-based, pay and the like. Job satisfaction is a psychological phenomenon that describes the workers' state of mind in relation to their job.

Psychological mental in relation to their job may be positive or negative. "Satisfaction defines a person's needs, wants and desire and their level of achieving it. Basically, Satisfaction depends upon what are the one's needs, and what one's achieves from the society." It has been at a crucial turning point today due to the general economic crisis for more than three decades of continuous growth in the banking system. While many workers have good job performance in any organization, others may have negative job performance in their workplace. In this way, there are workers with positive and negative job satisfaction in each organization. The difficulties looked in the field of hierarchical administration are significantly more noteworthy for banks today. The administration of HR adds to the advancement of the financial framework, in acquiring the proper administrators, in occupation satisfaction of workers and in the retention of skilled, experienced and talented employees.

Conclusion

Culture of an organization is miniature of the process of cultural macro-environment organization and cultural boundaries that are defined by this process. The review shows that contemporary job-related phenomena like job satisfaction are related to their perceptions of their working environment, relations with colleagues, institution aims and strategies and success criteria. In addition, the employees' preference of organizational culture is likely to be affected by demographic characteristics, especially gender. It can be supported, therefore, that measuring and analyzing an institution's organizational culture in combination with its employer's behaviors and individual characteristics may lead to valuable conclusions, so that job satisfaction is promoted. The study derived that organizational culture put significant impact on job satisfaction level of employees.

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