"To Study impact of organizational culture on employees Job satisfaction & Performance"
– a case study on BPO sector

GUIDE'S NAME: Prof. Nutan Joshi (Professor) (MBA)

Parul Institute of Management & Research

AUTHORS NAME: Patel Vaidehi (student) (MBA)

Parul Institute of Management & Research

ABSTRACT

The research was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using the organization "MAXICUS" as a case study. The objectives of the study were to evaluate how organizational culture influences employee performance and job satisfaction and the relationship between organizational culture, employee performance and job satisfaction in order to proffer possible solutions that will help organizations build a culture that will have a positive impact on the performance and satisfaction of their employees. The data for the research was obtained from respondents who were mainly staffs of MAXICUS. The data was analysed using tables and chi square was used in testing the hypotheses formulated to guide the research. The majority of respondents, as can be inferred from the results, agree that company culture does affect employees' performance and levels of job satisfaction. Furthermore, it was found that the kind of organisational culture that is followed within a company affects how well its employees perform and how satisfied they are with their jobs.

Keywords: Job Satisfaction, Employee Performance, and Organizational Culture

INTRODUCTIUON:

Culture creates the environment in the organization and influences the nature of the long-term plans that move the organization toward its vision. Culture also dictates the policies and processes that enable the organization to live its mission every day. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations. The culture creates the environment in the organization and influences the nature of the long-term plans that move the organization toward its vision. The secret to fostering the qualities required for commercial success is a strong company culture. A great corporate culture displays good features that boost performance, whereas a dysfunctional company culture brings out traits that can hurt even the most successful organisation

REVIEW OF LITERATUREE:

The Impact of Organizational Culture, Technology, and Job Satisfaction on Employee Performance During the Covid-19 Pandemic

(1 January 2021) Ketut Setai, Muafi, Ni Made

In the current Covid-19 pandemic, technology's role is important; with technology, all activities can carry on. This study explains that technology, organizational culture, and job satisfaction at rural banks in Bali can be a motivation for improving performance, especially during a pandemic. Organizational culture, technology, and job satisfaction have a positive impact on the employee's motivation. It means that the more satisfied an employee is, the more motivated he will be at work. Organizational culture must be reviewed because the culture of each region is different, and it must be taken into account to improve employee performance.

A Study of Human Resource Management Practices and Their Impact on Job Satisfaction and Organizational Performance in the BPO Sector, Tiruchirapplli

(Dec 2016) Dr. M. Shiek Mohamed, F. Wahidha Begum

The goal of this study was to look at the impact of HRM practises on job satisfaction and organisational performance in Tiruchirappalli BPO (Business Process Outsourcing) businesses. The study specifically looked at HRM practises that are under the control and responsibility of supervisors and managers. The study's sample size is 244 due to the use of the purposive sampling technique. According to the research findings, there is a favourable association between HRM practises, job satisfaction, and organisational performance.

Influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on Senior High School Performance Principles in Medan City

(Nob 2019) Zainudin, Syamsul Arif, and Abdul Hamid K.

The purpose of this research is to determine and investigate the impact of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on the Performance of High School Principals in Medan. This research also seeks to identify a theoretical model of performance (fixed model) capable of describing the structure of the causal relationship between the exogonus variable and the endogonus variable. As a result, there is a favourable and significant direct influence of Leadership, Organizational Culture, Work Motivation, and Job Satisfaction on the Performance of Medan City High School Principals.

Organizational Culture, Employee Satisfaction, and Organizational Commitment Relationship

(7 January, 2021) Tsolmon Jambal, Sarantuya Jigjiddorj, Altanchimeg Zanabazar

Organizational commitment relates to whether an employee desires to stay with a company or quit it. Employees are drawn to firms that have a culture that values their work and focuses on organisational well-being. Organizational culture, work happiness, and employee organisational commitment all have a favourable association. In organisational contexts, culture describes what makes a company unique, as evidenced by the shared views and values created by the founders and communicated in various ways. This influences employees' attitudes and behaviour, as well as the values that apply to organisation members.

The Impact of Organizational Culture on Faculty Members' Silence and Voice at Islamic Azad University in Tehran

(19 oct 2016) Behzad Shoghi and Shima Sholekar

Organizational voice and quiet are two interwoven organisational tactics. Organizational voice is an effective communication technique for organisational improvement. Silence, on the other side, can be detrimental to decision-making and organisational transformation. The importance of organisational culture in facilitating

employee expression and preventing quiet cannot be overstated. The purpose of this applied study was to explore the effect of organisational culture on organisational silence and voice of faculty members at Islamic Azad University in Tehran.

A study of organisational culture and work satisfaction in a higher education institution's teaching faculty

(3 March, 2021) Dr. Anju Singh

Organizational culture or job satisfaction comes to the forefront, making the teaching staff excited about their profession and offering their best effort to provide learning help as well as something important to society in terms of research. Prior to 1980, organisational culture was not researched individually. Later, through the efforts of many studies in industrial psychology, the knowledge of organisational culture for organisational performance was formed. The survey discovers that there is no difference in job satisfaction across all age groups or years of experience. However, there is an interesting difference in cultural attitudes based on years of experience, but not on the basis of race.

Customer Satisfaction Prediction Using Graph Neural Networks Following Interaction with a Corporate Call Center

(31 Jan 2021)Glenn Fung, Glenn Meng, Zihang Meng, Joseph Bockhorst

Consumer satisfaction is critical in developing and sustaining long-term customer relationships. Near-real-time identification of potentially disgruntled customers after phone calls allows firms to make significant actions and nurture continuous customer satisfaction and loyalty. This paper describes a fully working system that we created at a large US corporation to forecast customer happiness after receiving inbound phone calls. The system uses speech-to-text transcriptions of calls as input and forecasts consumer happiness based on post-call surveys (scale from 1 to 10). Predicting survey scores is a difficult endeavour due to their ordinal, subjective, and often highly skewed character, and it presents various modelling issues. We present a graph neural network (GNN) technique that considers comparison

The effects of role stress on staff performance and satisfaction in call centres

(13 Nov 2009) Ruyter, Martin Wetzels, and Richard Feinberg

Call centres have evolved into an important channel of customer access as well as a source of customer-related information. Call centre personnel frequently feel role stress as a result of competing demands from the organisation, supervisors, and customers. The causes and repercussions of role stress in a call centre scenario are investigated in this paper. We look specifically at whether types of empowerment and leadership styles reduce role stress and how this affects work satisfaction, organisational commitment, performance, and turnover intentions. It was discovered that the autonomy feature of empowerment, in particular, had a role-stress-reducing effect. The significant direct positive benefits of empowerment competency and leadership consideration on job satisfaction were discovered to be intriguing. Job happiness was discovered to be beneficial to job performance.

The effects of an organisational learning culture and work satisfaction on employee turnover intentions and job performance as a result of a planned change

(18 July, 2020) Chun-Yu Lin and Chung-Kai Huang

An organisational learning culture (OLC) is critical for an organization's long-term operation in the face of a changing and dynamic environment. A learning culture allows for effective employee integration while also providing structure for a business to move forward through continual learning and transformation. Employees that had a greater learning culture had fewer turnover intentions and performed better on the job. Employee

turnover intentions were negatively impacted by work satisfaction, although job performance was positively impacted.

OBJECTIVES:

1. To comprehend **Maxicus'** organisational culture

2. To research how it affects job satisfaction

3. To research how it affects employees' performance

4. To assess employee performance and job satisfaction in the **BPO** industry.

RESEARCH METHODOLOGY:

• **Data collection**: A Google Form was used to create a proper questionnaire.

• **Sampling Area**: The investigation was carried out in several Maxicus departments, including (different process for APB,VODAFONE,HDFC,SHEMAROO,ZEST,FINCARE,SWIGGY,SAMSUNG).

• **Sampling Units:** MAXICUS KIRTI PLAZA, NR.PRAMUKH PRASAD VADODARA, GUJARAT 390011 served as the sampling unit for our study.

• **Workforce**: 200–300 people.

• **Sample Size**: 200–300 Workers; 100 replies were received.

• **Data Sources:** The survey uses primary data collected through the use of questionnaires.

• A percentage analysis tool was employed for the analysis.

QUESTIONS AND ANALYSIS:

QUESTION NO.	QUESTIONS	OPTIONS
1.	NAME	
2.	Age group	20 - 25 25 - 30 30 - 35 35 - 40 40 above
3.	Gender	Male Female Other

4.	Level of academic qualification	Student
		Job
		Business
		Other
5.	Ethinicity	Chinese
		Indian
		Other
6.	Years of experience	1 - 5
		6 - 10
		11 - 15
		16 +
7.	How long you have been engaged with this organization?	Less than 6 mont
		6 month to 1 year
		1 to 3 year
		4 year above
8.	Are you satisfied with present working condition of the your organization?	Yes
		No
9.	Does your organization providing you enough opportunity to grow?	Yes
		No
10.	Do you feel positive and motivated within your workplace?	Yes
		No
11.	Dose your speciality or knowledge match your position?	Yes
		No
		Adequate match
12.	Are you enthusiastic about your work?	Yes
		No
		It depend
13.	Are you satisfied with the incentive mechanism?	Satisfied
		Dissatisfied

14.	The organization provides promotion on the basis of	Favoritisam
		Seniority and Perf
		Any other
15.	Would you like to spend more time on your work?	Yes
		No
		It depend
16.	Can you be accepted and trusted by the leaders and colleagues?	Yes
		No
17.	Are you aware for company policy, terms & condition?	Yes
		No
18.	Are you satisfied with the bonus and incentives give?	Yes
		No

DATA ANALYSIS AND INTERPREATION:

We have collected the data of 100 people from Vadodara.

As our project is based on impact of organization culture on employee job satisfaction and performance, so mainly focused on the age group between 18 to 30 as shown below

Age group
100 responses

- 20 - 25
- 25 - 30
- 30 - 35
- 35 - 40
- 40 above
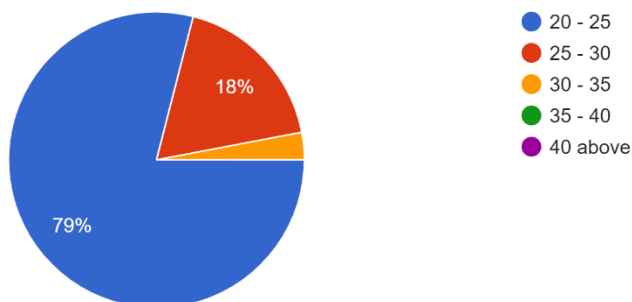
Figure 1 : The age group of most of people is between 20-25 which is 79% of total responds

Gender
100 responses

Legend: ● Male ● Female ● Other
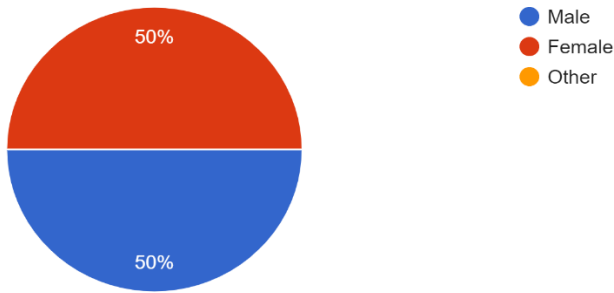
Figure 2 : The gender is equality of 50%

Level of academic qualification
100 responses

Legend: ● Student ● Job ● Business ● Other
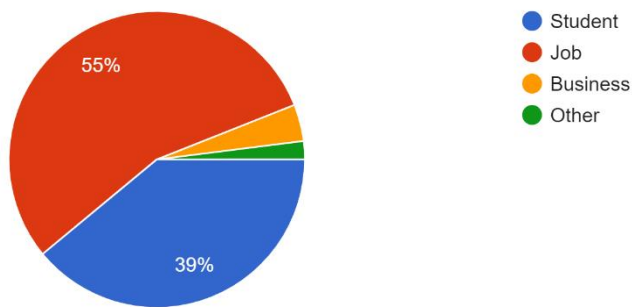
Figure 3 : The level of academic qualification is 55% of job
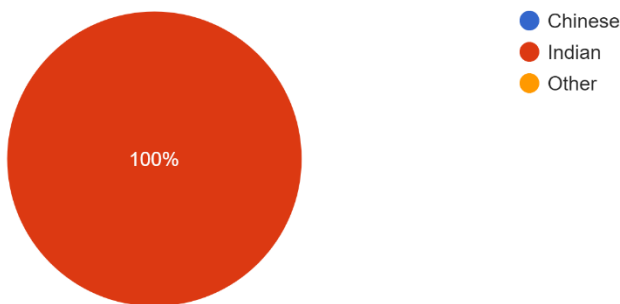
Ethinicity
100 responses

Legend: ● Chinese ● Indian ● Other

Figure 4 : The 100% of the respondent has Indian in maxicus

Years of experience
100 responses
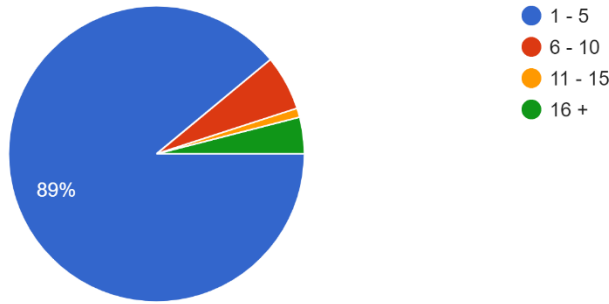
Figure 5 : The above figure shows that the frequency of people years of experience is 89% in 1-5 years

How long you have been engaged with this organization?
100 responses
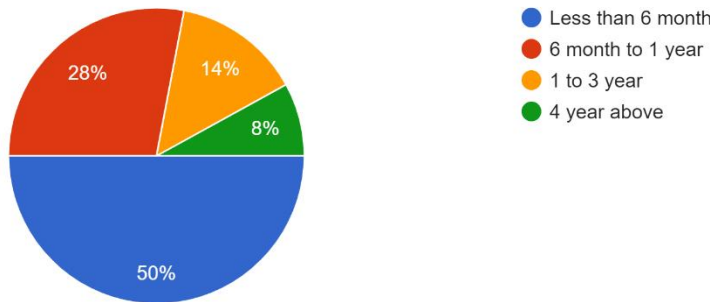
Figure 6 : The above figure shows that the frequency of people has been engaged less than 6 month (i.e. 50%)

Are you satisfied with present working condition of the your organization?
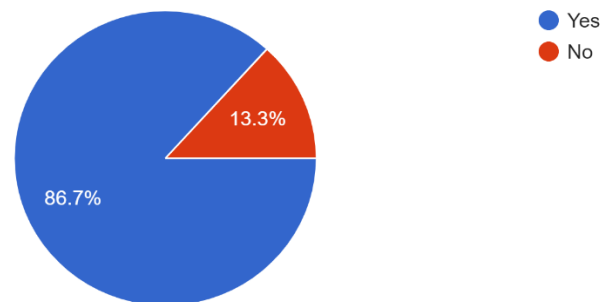98 responses

Figure 7 : 86.7% of people are happy with the organization's current working conditions. Job satisfaction influences performance and productivity. Employment satisfaction is defined as an employee's good and negative feelings toward his or her job, or the degree of happiness associated with work.

Does your organization providing you enough opportunity to grow?
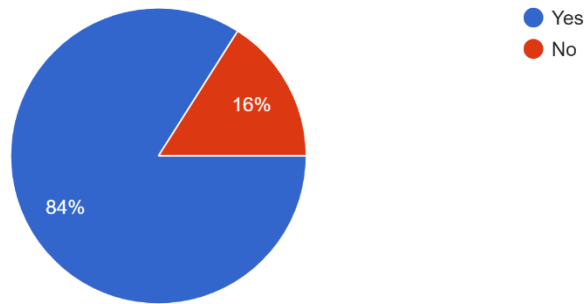100 responses

Figure 8 : 84% of persons have enough space to expand. That development could be in your work, personal life, or hobbies. Growth opportunities are critical to overall satisfaction and success.

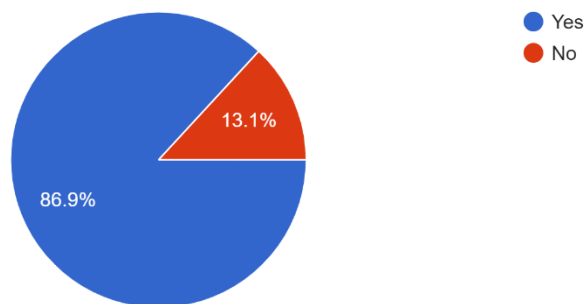Do you feel positive and motivated within your workplace?
99 responses

Figure 9 : In your workplace, 86.9% of employees are upbeat and motivated. Because I know that my hard work and perseverance will lead to greater professional achievement is what keeps me going. I believe that connecting the company's vision and values with mine is one approach to do this.

Dose your speciality or knowledge match your position?
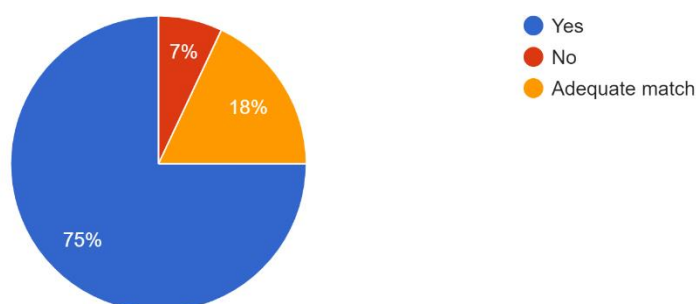100 responses

Figure 10 : The 75% of speciality or knowledge match your position

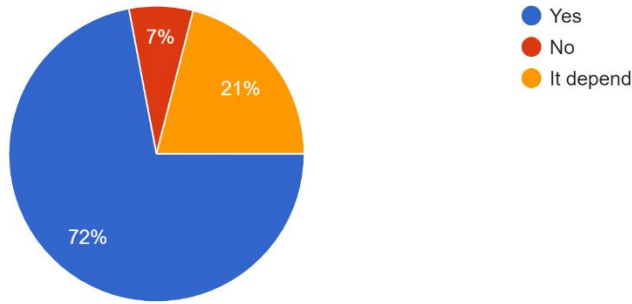Are you enthusiastic about your work?
100 responses

Figure 11: The organization's seniority and performance level are both moderate (57%). There are more people who have a secure manner of working, and they also get the (IJP) INTERNAL JOB POSTING interview and are chosen for a higher job

Are you satisfied with the incentive mechanism?
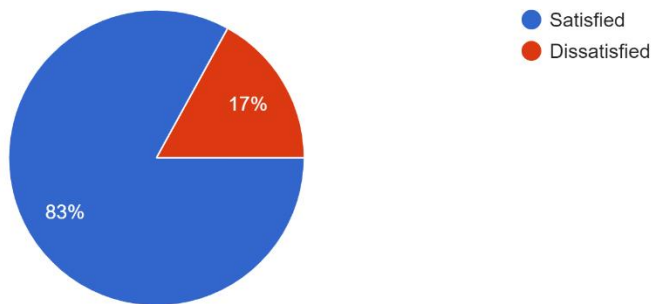100 responses

Figure 12 : The 83% people satisfied with the incentive mechanism

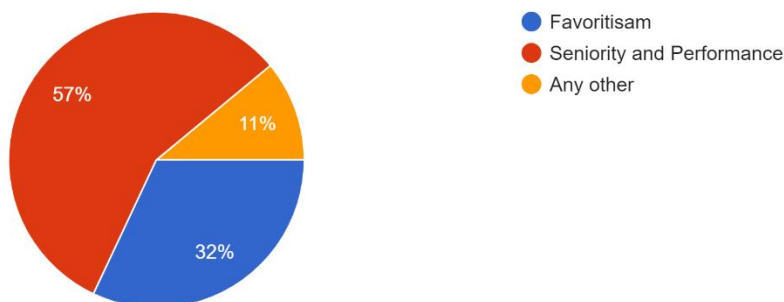The organization provides promotion on the basis of
100 responses

Figure 13 : The organization's seniority and performance level are both moderate (57%). There are more people who have a secure manner of working, and they also get the (IJP) INTERNAL JOB POSTING interview and are chosen for a higher job

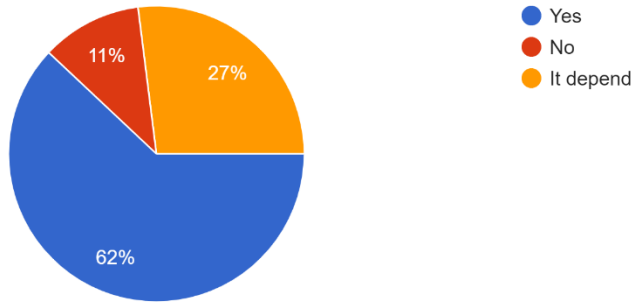Would you like to spend more time on your work?
100 responses

Legend:
- Yes
- No
- It depend

11% 27% 62%

Figure 14 : The 62% people is spend more time in your work

Can you be accepted and trusted by the leaders and colleagues?
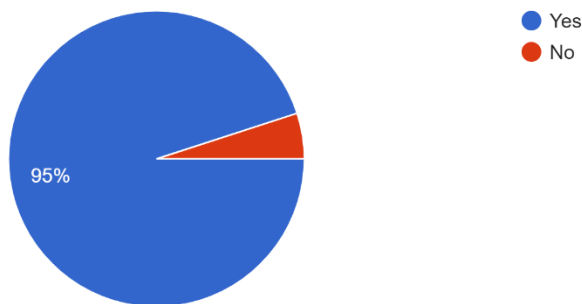100 responses

Legend:
- Yes
- No

95%

Figure 15: The leaders and coworkers accepted and trusted 95% of the population. The BPO sector has a positive impact since more people trust and accept leaders and coworkers.

Are you aware for company policy, terms & condition?
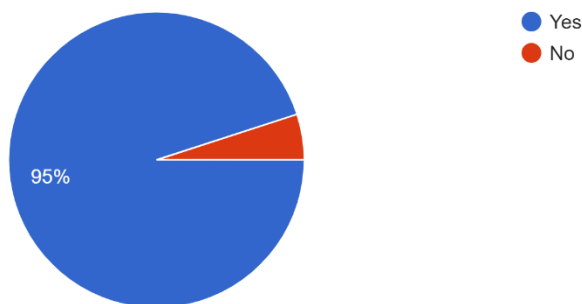100 responses

Legend:
- Yes
- No

95%

Figure 16 : The 95% of people aware for company policy, terms & condition

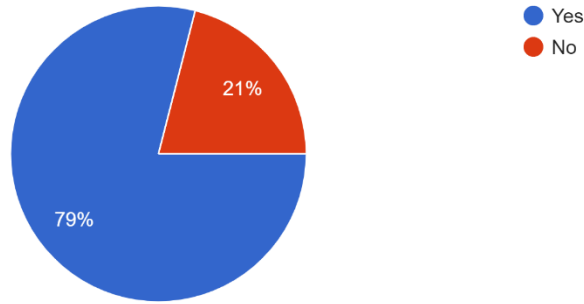Are you satisfied with the bonus and incentives give?
100 responses

Figure 17 : The majority of people satisfied with bonus and incentives of 79%.

LIMITATIONS OF STUDY:

• **Confidentiality:** Each company must protect its own proprietary information because disclosing it to third parties could be detrimental to its operations. We occasionally had to work around constraints put forward by our supervisor while completing the research.

• **Time constraints**: While attending classes regularly, gathering the data and writing the report took a lot of our time.

• **Data acquisition:** Reaching the sample population can occasionally be a challenging and time-consuming procedure when using Google Forms for data collection.

• **Age:** It can be challenging to examine the various study opportunities due to the workers' varying ages.

FINDIND/OBSERVATION:

(a)The organisational culture and the workplace environment are both seen favourably by the staff.

(b) The chance for employees to participate in decision-making is well-received by them.

(c) The pay structure is based on the performance of the employees, and the promotional chances have contributed to their higher performance of the employees.

(d) The personnel receive the tools and resources they need in a satisfactory manner, which raises their performance level.

(e) As a result, organisational culture has no direct influence on employees' job performance or job satisfaction.

SUGGESTIONS:

(a) The Organization's top, middle, and lower levels of management should have more flexible and open lines of communication.

(b) Suggestions from all management levels should be considered equally.

(c) The Organization need to occasionally permit employees to use them in their discretion.

CONCLUSION:

The goal of the study was to find out how organisational culture affected productivity and job satisfaction among employees. The shared norms and values of an organization's members determine how they interact with one another, go about performing their jobs, and how satisfied they are with their work. According to the study, organisational culture encourages employee satisfaction and performance. The study also emphasises that company culture can affect employees' job performance and job satisfaction in both positive and bad ways. A happy and free environment is created in the workplace thanks to the organisational culture that is practised there. It also creates a relationship between employer and employee and creates an effective communication channel. All these leads in affecting the employee's performance and satisfaction. The goal of the study was to comprehend its significance and acknowledge its influence on the productivity and satisfaction of the MAXICUS employees. This understanding helps us to understand that every company should create a culture that can recognise its workers and their requirements. Employees are more likely to adopt the company culture, carry out their duties properly, and feel satisfied at the end of the day if they have a good understanding of it. In order to benefit from enhanced performance and happiness, organisations should establish a culture that welcomes all employees in every endeavour of the organisation.

REFRENCES:

- https://maxicus.com
- https://www.michiganstateuniversityonline.com/resources/leadership/the-impact-of-organizational-culture-on-success/

- https://bizfluent.com/info-8211344-organizational-culture-negative-effects.html
- https://www.emeraldinsight.com/reserachregister
- https://uidai.gov.in/en/my-aadhaar/avail-aadhaar-services.html
- https://maximus.com/employees
- www.ccsenet.org/ijbm
- https://in.linkedin.com/company/maxicus
- https://www.kochartech.com/contact
- https://sampark.sailrsp.co.in
- https://mpsconline.gov.in/candidate/forgotEmailMobile
- http://ejournal.karinosseff.org/index.php/jswse/article/view/38