



## Perceived Organizational Culture and Job Performance among Bank Employees: A Comparative Study between Public and Private Sector Bank Employees in Andhra Pradesh

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**ABSTRACT:** Culture comprises the values, beliefs, underlying assumptions, attitudes, and behavior that a group of people share. Culture is the collective behavior that emerges when a group establishes a set of implicit rules for collaboration. The company's culture may be fragile and challenging to define due to the presence of numerous subcultures. Each department or work cell may possess its unique culture. This chapter provides an outline of the current study methodology. It illustrates the research objectives set for the current study. The text provides a detailed overview of the research design and hypotheses developed for the study. The text provides details about the tools and statistical approaches utilized for analysis in the current study

### INTRODUCTION

Culture comprises the values, beliefs, underlying assumptions, attitudes, and behavior that a group of people share. Culture is the collective behavior that emerges when a group establishes a set of implicit rules for collaboration. The company's culture may be fragile and challenging to define due to the presence of numerous subcultures. Each department or work cell may possess its unique culture. This chapter provides an outline of the current study methodology. It illustrates the research objectives set for the current study. The text provides a detailed overview of the research design and hypotheses developed for the study. The text provides details about the tools and statistical approaches utilized for analysis in the current study.

### PROBLEM STATEMENT

The rapid transformation in the banking industry over the last decade has made the industry stronger, and a lot more competitive. The use of technology has brought a revolution in the working style of the banks and it has pervaded each aspect of human life in a drastic manner. About 12 public banks, 22 private banks, 44 foreign banks, 43 regional rural banks, 1484 urban cooperative banks, 96000 rural cooperative banks along with 209,282 ATMs are in action to serve the customers. To be better sector, it needs best people, about 12,84,790 employees are engaged in the banking sector to faster the banking services cleaner, transparent, efficient, faster, disciplined by the inclusion of strong organizational culture.

On the whole success of the organizations depends on the corporate culture that it adopted towards all the stakeholders. Culture not only attracts customer but also contributes to the extent to which employees are engaged, satisfied, and performed in an organization.

Employee engagement and citizenship behaviour are where employees understand how their deliverables are connected to the organizations objectives and it therefore makes them more focused on the relevant activities with full commitment. An engaged employee will exhibit not only better performance but also will be intrinsically motivated.

Therefore, corporate culture initiates the committed engagement and strong willingness to contribute more voluntarily. The employees themselves become strong brand ambassadors and work towards strong relationships with clients, business partners and customers.

But practically, the banks visions and missions are updating, merging with other banks, complete consciousness, employee cross cultural behaviour are forcing the organizations to drive negatively against culture. Which lead to poor leadership management, communication and engagement.

If this situation is continued, in very near future banks dry out coordination, team work, disengagement and low performance at the work place consequently banks stay away from success. So, it is high time to investigate the role of organizational culture on the employee job performance through employee engagement and OCB. Hence, the present study intended to fill this gap.

### RESEARCH QUESTIONS

Very limited empirical research has been conducted on organizational culture of banks and relationships among the constructs such as employee engagement, organizational citizenship behaviour, job satisfaction and job performance. The research questions are raised based on the gaps in the existing literature. Thus, the study tries to answer the following research questions.

1. What is the perception of the employees about the organizational culture of the banks in Andhra Pradesh?
2. What is the impact level of employee perceived organizational culture on their job satisfaction and job performance in Banking industry?
3. How far employee perceived organizational culture directly affects employee engagement, organizational citizenship behaviour?
4. What are the mediation effects of employee engagement and organizational citizenship behaviour and job satisfaction between organizational culture and job performance?

### RESEARCH OBJECTIVES

The study specifically related to the following objectives.

1. To assess the employee perceptions about Organizational Culture (OC) dimensions of select Banks in Andhra Pradesh
2. To examine the direct impact of Organizational Culture on Employee Engagement, Organizational Citizenship Behaviour (OCB), job satisfaction and job performance.
3. To explore the mediation effects of employee engagement, OCB, job satisfaction between organizational culture and job performance.
4. To compare employee perceived organizational culture, employee engagement, organizational citizenship behaviour, job satisfaction and job performance between public and private banks in Andhra Pradesh.
5. To compare employee perceived organizational culture, employee engagement, organizational citizenship behaviour, job satisfaction and job performance among select banks in Andhra Pradesh.

### RESEARCH MODEL

The direct influence model of organizational culture on job performance with mediators of employee engagement, organizational citizenship behaviour and job satisfaction is shown in figure 3.1.

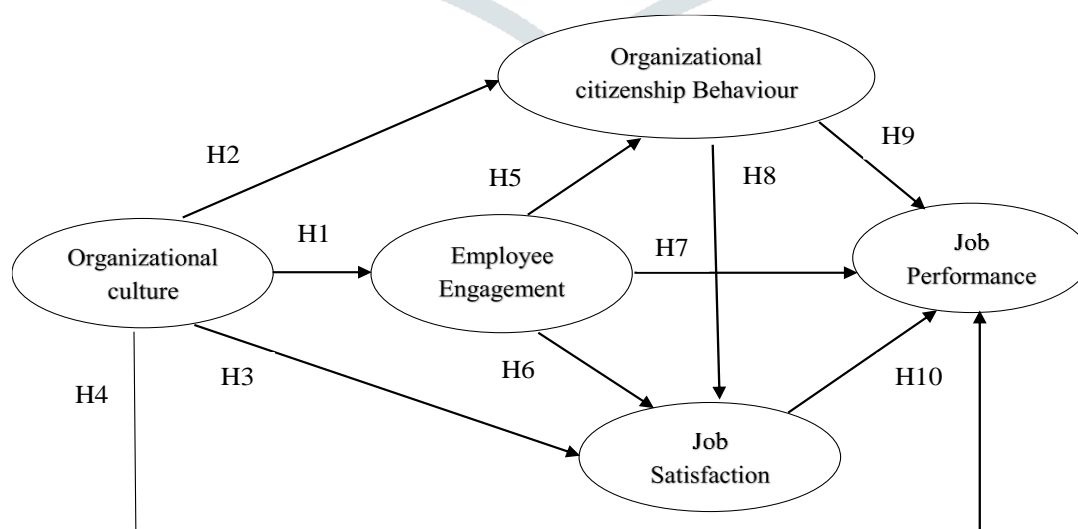


Figure Self – Designed Research Model

## RESEARCH HYPOTHESES

The hypotheses for the direct model for organizational culture on job performance with mediators of employee engagement, organizational citizen behaviour and job satisfaction are as follows:

- H1: Organizational culture has a significant positive effect on employee engagement
- H2: Organizational culture has a significant positive effect on organizational citizenship behaviour.
- H3: Organizational culture has a significant positive effect on job satisfaction.
- H4: Organizational culture has a significant positive effect on job performance.
- H5: Employee engagement has a significant positive effect on organizational citizenship behaviour.
- H6: Employee engagement has a significant positive effect on job satisfaction.
- H7: Employee engagement has a significant positive effect on job performance.
- H8: Organizational citizenship behaviour has a significant positive effect on job satisfaction.
- H9: Organizational citizenship behaviour has a significant positive effect on job performance.
- H10: Job satisfaction has a significant positive effect on job performance.

The hypotheses for the indirect model for organizational culture on job performance with mediators of employee engagement, organizational citizen behaviour and job satisfaction are as follows:

- H11: Organizational culture has a significant positive indirect effect on job satisfaction through employee engagement.
- H12: Organizational culture has a significant positive indirect effect on job performance through employee engagement.
- H13: Organizational culture has a significant positive indirect effect on job performance through employee engagement and job satisfaction.
- H14: Organizational culture has a significant positive indirect effect on job satisfaction through organizational citizenship behaviour.
- H15: Organizational culture has a significant positive indirect effect on job performance through organizational citizenship behaviour.
- H16: Organizational culture has a significant positive indirect effect on job performance through employee engagement and job satisfaction.
- H17: Organizational culture has a significant positive indirect effect on job performance through job satisfaction.
- H18: Organizational culture has a significant positive indirect effect on job satisfaction through employee engagement and organizational citizenship behaviour.
- H19: Organizational culture has a significant positive indirect effect on job performance through employee engagement and organizational citizenship behaviour.
- H20: Organizational culture has a significant positive indirect effect on job performance through employee engagement, organizational citizenship behaviour and job satisfaction.

The hypotheses for the comparative analysis for organizational culture on job performance with respect to public and private sector bank employees are as follows:

- H21: Perceived organizational culture significantly differs between public and private sector bank employees.
- H22: Employee engagement significantly differs between public and private sector bank employees.
- H23: Organizational citizenship behaviour significantly differs between public and private sector bank employees.
- H24: Job satisfaction significantly differs between public and private sector bank employees.
- H25: Job performance significantly differs between public and private sector bank employees.
- H26: Organizational culture significantly differs among select bank employees.
- H27: Work engagement significantly difference among select bank employees.
- H28: Organizational citizenship behaviour significantly differs among select bank employees.
- H29: Job satisfaction significantly differs among select bank employees.
- H30: Job performance significantly differs among select bank employees.

## RESEARCH DESIGN

Research methodology is essential for any research and plays a crucial role in its execution. It is a methodical exploration of current and novel information. It is beneficial to establish or confirm facts, resolve issues, substantiate theorems, or formulate new hypotheses.

Research design, according to Malhotra and Dash (2010), is a structured plan for carrying out management research. It outlines the processes and procedures needed to acquire and analyze the essential information.

Research design is the structured approach to investigating a research question, which includes strategies to ensure the study's credibility. The current study utilized a quantitative research strategy to investigate the research problem.

The study used a descriptive research approach to outline the features and perceptions of employees on several aspects of Banks Organizational culture. The study primarily uses primary data but also incorporates secondary sources to stay informed about prior studies and their conclusions, and to develop a suitable technique for the current research.

## DATA COLLECTION

Once the research design was adopted, the study moved on to establish the data gathering method. To draw relevant conclusions, data will be gathered from both primary and secondary sources. Secondary data was gathered from many sources including books, worldwide and national periodicals, magazines, newspapers, websites, and official documents of the Reserve Bank of India and Ministry of Revenue of Andhra Pradesh. Data was gathered directly from officer and clerical workers working in public and private sector banks in Andhra Pradesh. Data was gathered between March 2019 and April 2020.

## RESEARCH INSTRUMENTATION

The research instrument for the study comprises various constructs Organizational culture construct, employee engagement, organizational citizenship behaviour, job satisfaction and job performance. to meet the specific needs of the study.

**Table 3.1**  
**Adopted Constructs and Authors**

Scale	No of Items	Authors
Organizational Culture	23	Ghosh S and Srivastava B.K (2014)
Employee Engagement	9	Thomas, C.H (2007) and Schaufeli, Bakker, & Sala-nova, (2006)
Organizational Citizenship Behaviour	5	Habeeb, S (2019)
Job Satisfaction	5	Sinval and Maroco (2020)
Job Performance	7	Linda Koopmans (2013)

A pilot study was done with a sample of 50 employees to assess the research instrument's strength. A final research tool has been developed based on the essential criteria and insights gathered from the pilot study. The completed research tool consists of three pieces. Section A discusses demographic determinants of employees, Section B covers Organizational Culture factors, and Section C addresses latent variables such as employee engagement, organizational citizenship behavior, job satisfaction, and performance. All statements were created using a five-point Likert scale ranging from Strongly Disagree to Strongly Agree.

## SAMPLE DESIGN

A sample is a smaller group selected from a larger population. Sampling is the method of choosing participants or cases to be part of a study that represents the entire target population. It is the systematic process of choosing a sample that accurately represents the entire target population of the study.

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