



Organizational Culture and Employees' Job Satisfaction : A comparative study of public and private sector banks with reference to Bhubaneswar and Cuttack

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Abstract: - The study aims to focus on the interrelationship in between organizational culture and employee job satisfaction. Culture refers to the beliefs, knowledge, art, laws, morals, and habits that an individual receives as a member of a specific community, as well as any item or concept (technology and information). It encompasses practically everything that has an impact on a person's thoughts, processes, and behaviours. The behaviour patterns and norms that bind an organisation together are referred to as its culture. (Schein, 2004).

Keywords: Organizational Culture; Job Satisfaction, Banking Sector in Odisha

1. Introduction:

An organization's culture comprises of beliefs, values, symbols, and rituals that determine the employees' working style of the employees within an organization. It is a way in which employees interact with each other in an organization in order to complete their tasks which is defined as a system of shared perceptions and practices of an organization. It is comparable to organizational climate in that it is described as common perceptions of organizational practices. The goal of every organizations is to make acquaint their employees with the company's beliefs, values, standards and organizational framework as well as to bond them together as a workforce so that they can work in team. Employee perceptions, thoughts, actions, and behaviours all reflect organizational culture. It is a form of glue that holds the organization together and stimulates the commitment of the employees to the organization (Glunk, & Maslow ski, 2001). Although many researchers linked Culture of an organization with variety of organizational behaviours like employee job performance (Olu Ojo, 1998), Decision making (Gamble & Gibson, 1999) and Productivity (Kopelman, Brief and Guzzo,1990). The topic of correlation between corporate culture and employee satisfaction has been a question of abundant research. Several studies have been undertaken to study the relationship between organizational culture and employee job satisfaction in different sectors but very less in banking sector. This study emphasizes on impact

of organizational culture on employee job satisfaction level in Indian banking sector. When employees are happy with the company's culture, they feel complete and are more motivated to help the company reach new heights. Employee work satisfaction is determined and influenced by the organization's culture, according to (Asiedu, 2015). He went on to say that happy employees can ensure the organization's success by working tirelessly and selflessly. According to Hansen (2013), the culture of the organization has a considerable influence on the attitude and behaviour of workers towards their jobs, whether purposefully or accidentally.

2. The objectives of the study:

- 1) To explore and compare the difference in the organization culture of the public and private sector banks of Bhubaneswar and Cuttack
- 2) To assess and compare the perception of employees about the Organizational culture in selected private and public sector banks of Bhubaneswar and Cuttack.
- 3) To assess and compare the level of job satisfaction among the employees of selected private and public sector banks of Bhubaneswar and Cuttack.

3. Hypothesis:

H 01: There is no significance difference between the organizational culture among the private sector banks and the public sector banks.

H 02: There is no differences between the perception of employees about the organizational culture in selected private sector and public sector banks.

H 03: There is no difference between the level of job satisfaction among the employees of selected private and public sector banks.

4. Research Methodology:

This research study attempted to study the difference in the organization culture of the public and private sector banks of Bhubaneswar and Cuttack. The data were collected through structured questionnaire. Descriptive statistics and other statistical methods were used to analyze the data. Data have been collected from both primary and secondary sources.

5. Sample Size and Sampling Method:

In this study, 3 Public sector banks (SBI,UCO and PBN) and 3 private sector banks (HDFC,AXIS and ICICI)have been taken into consideration. While considering the no. of responses collected from each bank i.e. from SBI 56 responses, UCO 67, PNB 54 and total 177 no of semples have been collected where from private sector bank HDFC 75 responses, AXIS 63responses and from ICICI 67 responses have given their responses and total we got 205 responses collected from private sector banks. The employees of these banks having different ranks have been targeted with a view to collecting an overall view of the employees. For the purpose of data collection, a well structured questionnaire has been designed. The questionnaire is divided into The data were collected through primary source of questionnaire survey. Survey was conducted directly and data have been collected through the google form. Convenience Sampling has been done for generating data. Totally 400 Questionnaires were distributed among the employees and 382 collected questionnaires were found useful for

data analysis. three parts. The first part collects information about the demographic profile of the respondents. The second part collects information about the employees' view point on organizational culture. The third part collects the opinion of the employees regarding their level of job satisfaction in their respective banks. 5 point Likert's scale was used to measure the responses.

6. Data Analysis:

Objective 1: To explore and compare the difference in the organization culture of the Public and Private sector Banks of Odisha.

To study the objective of the comparing the perception of employees regarding the organisational culture, mean score approach is followed. In this process the responses have been grouped under the major factors representing the organisational culture of the banks. There are 9 such major factors on which response has been collected through the questionnaires. The Responses of each category of factor has been converted to their mean value. As this questionnaire has been administered on a five- point scale the ideal mean value is 3. Any response more than 3 is in the support of the factor and any response below 3 represents view against the factor. The descriptive statistics of the factors representing the organisational culture has been represented in below table.

Descriptive statistics of the factors of organisational culture

Factors representing Organisational Culture	Public sector Banks				Private Sector Banks					
	N	Mean	Std. Deviation	Skewness	N	Mean	Std. Deviation	Skewness		
		Statistic	Statistic	Statistic	Std. Error		Statistic	Statistic	Statistic	Std. Error
Interpersonal Relationship	177	3.5621	0.7364	-0.931	0.183	205	4.0427	.37337	1.496	.170
Work environment	177	3.7037	0.6313	0.634	0.183	205	3.178	.73368	.564	.170
Reward Recognition	177	3.9537	0.61989	-0.718	0.183	205	3.2994	.41456	.677	.170
Team Work	177	3.7797	0.28389	-0.49	0.183	205	3.8569	.29356	1.957	.170
Participative Management	177	3.5556	0.46962	-0.216	0.183	205	3.6911	.42900	.852	.170
Communication	177	3.5556	0.46962	-0.216	0.183	205	3.8841	.23677	.453	.170
Innovation	177	3.8249	0.346	-1.189	0.183	205	4.0602	.34954	-.934	.170
Involvement	177	3.5311	0.47455	-0.758	0.183	205	3.7545	.38047	-.392	.170
Welfare	177	3.5725	0.73421	-0.813	0.183	205	3.5463	.62987	.373	.170

It is clear from the table above that all of the mean values in both private and public sector banks are more than 3. This suggests that employees in both private and public sector banks are quite pleased with their workplace culture. Furthermore, the standard deviation of the mean values is less than 1, indicating that the responses are less likely to deviate from their mean values. This improves the responses' dependability. The data in public sector banks is slightly skewed, therefore it is not normal. However, the data in private sector banks is not typical, but favourably skewed. Employees in private sector banks are more satisfied with their interpersonal relationship exists in between employees and employer and in innovative work culture and employees in public sector banks are more satisfied with work environment at the work place, reward and recognition provided by the banks and in employee welfare according to this data. A close examination of the mean values of organisational culture indicated that, with the exception of employee welfare, reward and recognition and work

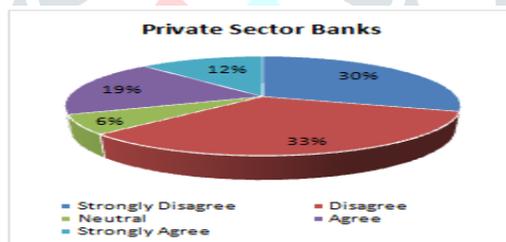
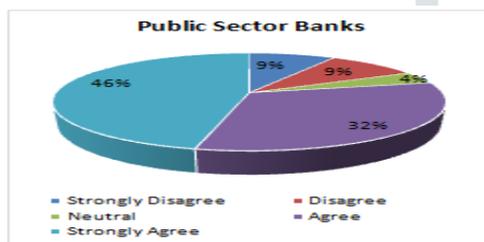
environment, the mean values of private sector banks are greater than those of public sector banks in all other factors. As a result, employees of private sector banks have a lower perception than employees of public sector banks. In terms of interpersonal relationships and innovative work culture, the private sector has a better reputation. Employees in public sector banks show a higher regard for work environment, teamwork and welfare.

Objective 2: To assess and compare the perception of employees about the Organizational culture in selected private and public sector banks of Bhubaneswar and Cuttack.

To study the perception of the employees regarding the organizational culture in both private and public sector banks, the data have been analyzed and represented through the following table with pie charts.

Statement 1 - We have a strong employee and employer relations

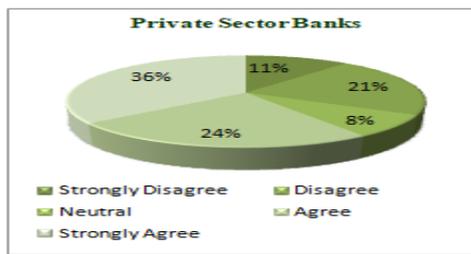
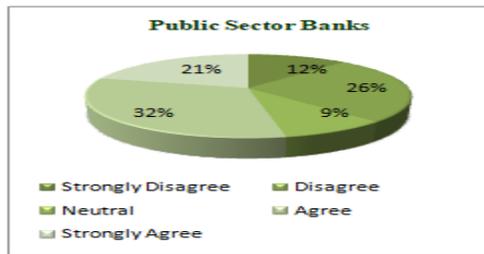
Scale	Public Sector Banks	Percentage (%)	Private Sector Banks	Percentage (%)
Strongly Disagree	15	9%	38	19%
Disagree	16	9%	25	12%
Neutral	7	4%	13	6%
Agree	57	32%	61	30%
Strongly Agree	82	46%	68	33%
Total	177		205	



It is observed that 46% of the respondents from public sector banks strongly agree and 32% of the respondents agree to the statement that their organization has strong employee employer relationship. However 33% of the respondents from private sector banks strongly agree and 30% of respondents agree with the statement that their organization has a strong employee employer relationship. Hence from the above responses it could be probably inferred that comparatively the employees employer relationship is strong in public sectors banks than private sector banks.

Statement 2 - My organization provides healthy atmosphere to work

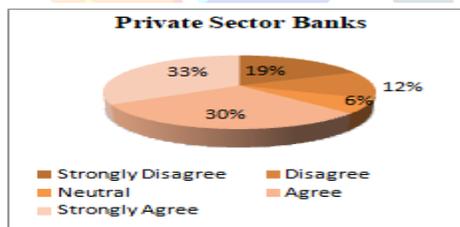
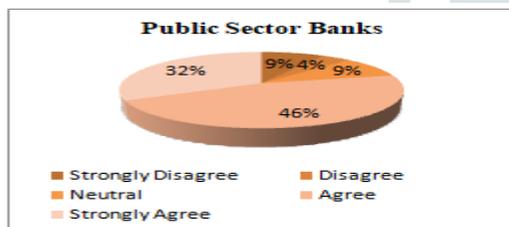
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Strongly Disagree	21	12%	23	11%
Disagree	46	26%	44	21%
Neutral	16	9%	16	8%
Agree	57	32%	49	24%
Strongly Agree	37	21%	73	36%
Total	177		205	



It has been observed that 32% of the respondents from public sector banks strongly agree and 26% of the respondents agree to the statement that their organization provides healthy atmosphere to work. However 36% of the respondents from private sector banks strongly agree and 24% of respondents agree with the statement that their organization provides a healthy atmosphere to with. Hence from the above responses it could be probably inferred that the respondents from both public sector and private sector banks are satisfied with the atmosphere they work.

Statement 3 - My organization recognizes employees for their good work

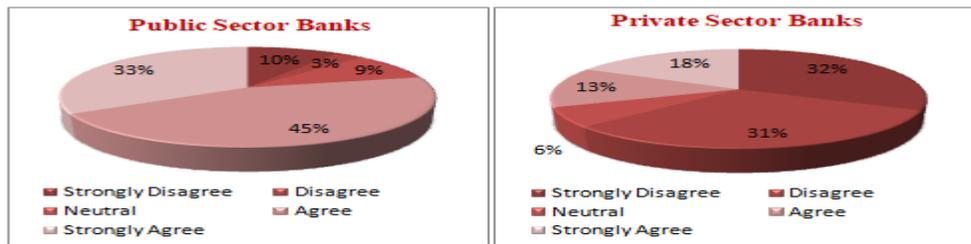
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Strongly Disagree	15	9%	38	19%
Disagree	7	4%	25	12%
Neutral	16	9%	13	6%
Agree	82	46%	61	30%
Strongly Agree	57	32%	68	33%
Total	177		205	



It has been observed that 46% of the respondents from public sector banks strongly agree and 32% of the respondents agree that their organization recognizes employees for their good work. However 33% of the respondents from private sector banks strongly agree and 30% of respondents agree with the statement that their organization recognizes employees for their good work. Hence from the above responses it could be probably inferred that the work of the employees are recognized more in public sector banks as comparative to private sector banks.

Statement 4 - Work efficiency is seen as high when we work in team

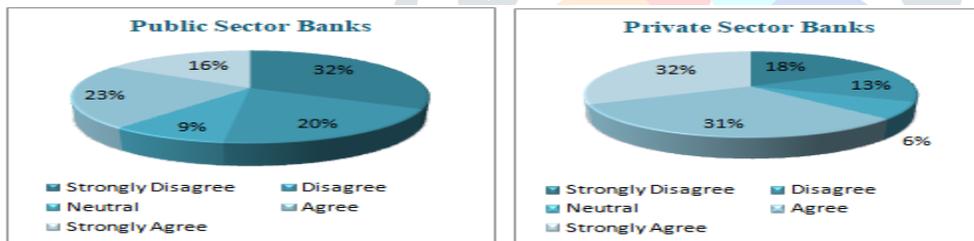
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Strongly Disagree	17	9%	65	32%
Disagree	5	3%	64	31%
Neutral	16	9%	13	6%
Agree	80	45%	27	13%
Strongly Agree	59	33%	36	18%
Total	177		205	



It has been observed that 33% of the respondents from public sector banks strongly agree and 45% of the respondents agree that their organization recognizes employees for their good work. However 18% of the respondents from private sector banks strongly agree and 13% of respondents agree with the statement that the employees work efficiency is seen as high when they work in a team. Hence from the above responses it could be probably inferred that the employees from the public sector banks are more efficient when they work in a team which is not seen in private sector banks.

Statement 5 - There is a free flow of communication between employee and employer

Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Strongly Disagree	57	32%	36	18
Disagree	35	20%	27	13
Neutral	16	9%	13	6
Agree	40	23	64	31
Strongly Agree	29	16%	65	32
Total	177		205	



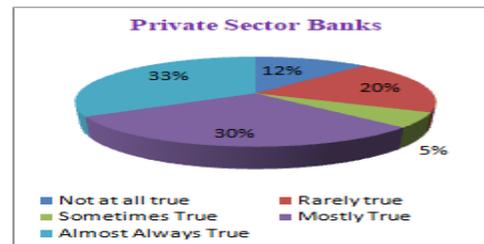
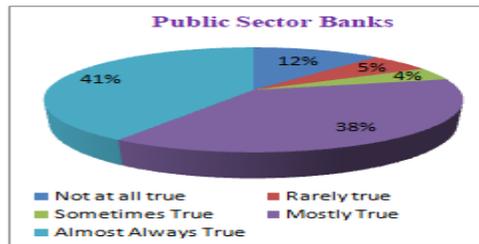
It has been observed that 16% of the respondents from public sector banks strongly agree and 23% of the respondents agree that their organization that there is a free flow of communication in between employer and employees. However 32% of the respondents from private sector banks strongly agree and 31% of respondents agree with the statement that there is a free flow of communication in between the employer and employees. Hence from the above responses it could be probably inferred that the employees of private sector banks are more open in comparison to the employees of public sector banks.

Objective 3: To assess and compare the level of job satisfaction among the employees of selected Private and Public sector banks of Bhubaneswar and Cuttack.

To access and compare the level of job satisfaction among the employees of selected private and public sector banks, the data have been analyzed and represented through the following table with pie charts.

Statement 1 - I get personal satisfaction from the work I do

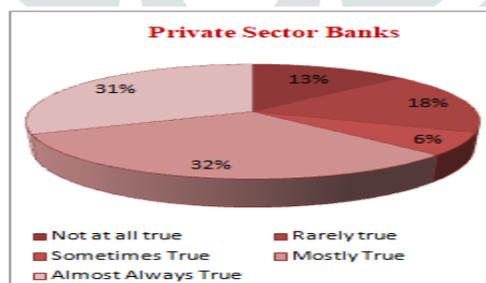
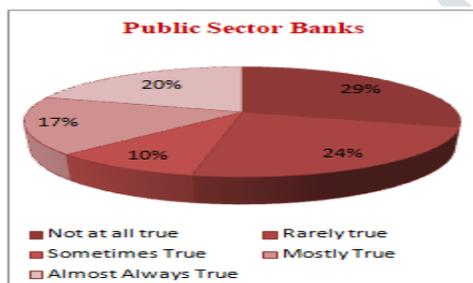
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Not at all true	21	12%	25	12%
Rarely true	10	5%	40	20%
Sometimes True	7	4%	11	5%
Mostly True	67	38%	61	30%
Almost Always True	72	41%	68	33%
Total	177		205	



It has been observed that in public sector banks 41% of the respondents strongly agree and 38% of the respondents agree that they get personal satisfaction from their job. However in private sector banks 33% of the respondents strongly agree and 30% of respondents agree with the statement that they get personal satisfaction from their job they do. Hence from the above responses it could be concluded that the employees of public sector banks get more personal satisfaction as compared to the private sector banks.

Statement 2 -I can speak up and voice my opinions frankly

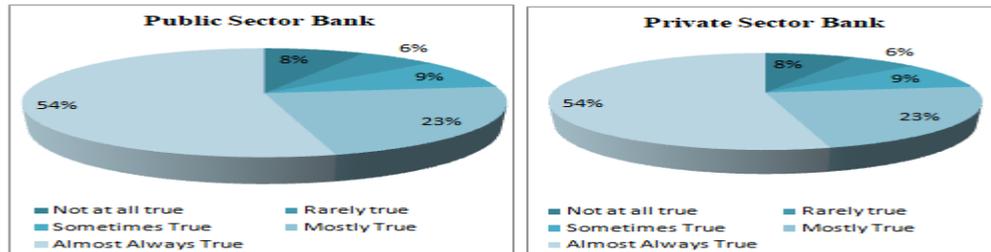
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Not at all true	52	29%	27	13%
Rarely true	42	24%	36	17%
Sometimes True	17	10%	13	6%
Mostly True	30	17%	65	32%
Almost Always True	36	20%	64	31%
Total	177		205	



It has been observed that in public sector banks 20% of the respondents strongly agree and 17% of the respondents agree that they have rights to share opinions, views and suggestions. However in private sector banks 31% of the respondents strongly agree and 32% of respondents agree with the statement that they have rights to share opinions, views and suggestions regarding any decision. Hence from the above responses it could be concluded that the employees of private sector banks have their voice and can speak and voice in any issues which is not possible for the employees of public sector banks.

Statement 3 - The stress originating at workplace makes me unable to concentrate on my family life

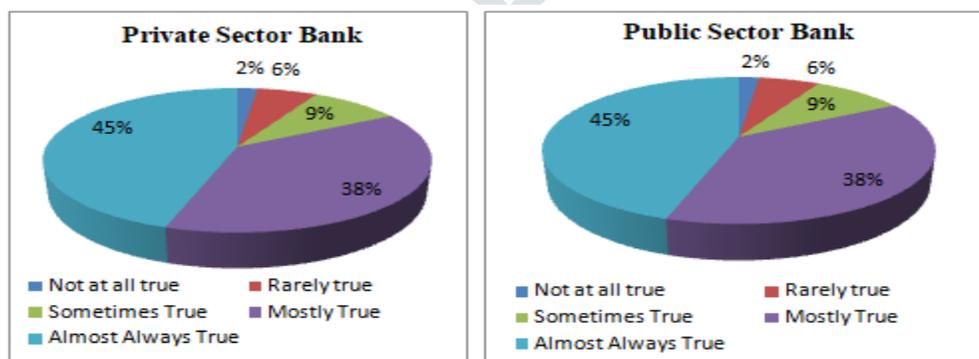
Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Not at all true	72	41%	17	8%
Rarely true	61	35%	13	6%
Sometimes True	12	7%	18	9%
Mostly True	21	12%	47	23%
Almost Always True	11	5%	110	54%
Total	177		205	



It has been observed from the above table that in public sector banks 20% of the respondents strongly agree and 17% of the respondents agree that they have rights to share opinions, views and suggestions. However in private sector banks 31% of the respondents strongly agree and 32% of respondents agree with the statement that they have rights to share opinions, views and suggestions regarding any decision. Hence from the above responses it could be concluded that the employees of private sector banks have their voice and can speak and voice in any issues which is not possible for the employees of public sector banks.

Statement 4 - The organization provides financial aids for career development

Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Not at all true	10	6%	7	3%
Rarely true	11	7%	9	4%
Sometimes True	23	12%	16	8%
Mostly True	55	31%	75	37%
Almost Always True	78	44%	98	48%
Total	177	100%	205	100%

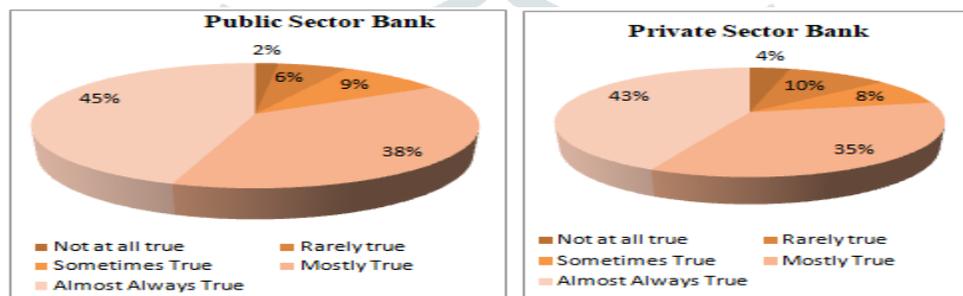


It has been observed that in public sector banks 44% of the respondents strongly agree and 31% of the respondents agree that they have rights to share opinions, views and suggestions. However in private sector banks 48% of the respondents strongly agree and 37% of respondents agree with the statement that they have

rights to share opinions, views and suggestions regarding any decision. Hence from the above responses it could be concluded that the employees of private sector banks have their voice and can speak and voice in any issues which is not possible for the employees of public sector banks.

Statement 5 - There is an effective grievance handling mechanism in my organization and promotes healthy relations between employees.

Scale	Public sector banks	Percentage (%)	Private sector banks	Percentage (%)
Not at all true	3	2%	25	4%
Rarely true	10	6%	40	10%
Sometimes True	17	9%	16	8%
Mostly True	67	38%	56	35%
Almost Always True	79	45%	68	43%
Total	177	100%	205	100%



It has been observed that in public sector banks 44% of the respondents strongly agree and 31% of the respondents agree that they have rights to share opinions, views and suggestions. However in private sector banks 48% of the respondents strongly agree and 37% of respondents agree with the statement that they have rights to share opinions, views and suggestions regarding any decision. Hence, from the above responses it could be concluded that the employees of private sector banks have their voice and can speak and voice in any issues which is not possible for the employees of public sector banks.

7. Findings:

Public sector banks

1. 78% of the respondents from public sector banks agree that there exists a strong relationship between the employers and employees of the public sector banks. It is inferred that the employer-employee relationship is strong in public sectors banks in comparison to private sector banks.
2. 52% of the respondents of the public sector banks are of the perception that there is no free flow of communication between the employees and employers, whereas this perception lies in 31% of the employees of private sector banks.
3. 53% of the employees of the public sector banks are of the opinion that they rarely get an opportunity to give their opinions and thoughts whereas there are 30% employees who have such opinion in case of private sector banks.

4. The grievance handling mechanism seems to be good in both the private and public sector banks, which promotes healthy relations among the employees.

Private sector banks:

1. It is noteworthy that 63% of employees working in private sector banks perceive that there is no work efficiency when they work in a team whereas this perception exists with only 12% of the employees in the public sector banks under study.
2. There are 32% of the employees of private sector banks who believe that they do not get personal satisfaction in the job they do whereas 17% of the employees of the public sector banks have the same opinion. This is because the works which have been assigned to them are not matching with their skills or interest areas.
3. 77% of the employees of the private sector banks perceive that the stress from their workplace make it difficult for them to concentrate in their family life whereas only 17% of the employees of the public sector banks feels so. Thus we may infer that the employees of private sector banks have a problem with maintaining the work life balance.
4. When the work atmosphere is considered for both the type of banks, it is observed that around 58% of the employees of public sector banks and 60% of the employees of private sector banks perceive that they are having a healthy work atmosphere. But quite a large number of respondents that is 38% in public sector and 32% in private sector disagree and perceive that they do not have healthy work atmosphere. It might be concluded that in public sector banks, those employees are satisfied with the healthy work atmosphere, 64% of the employees are male and 36% of employees are female. Similarly in private sector banks, 67% of employees are male and 33% of employees are female.

8. Conclusion and Suggestions:

It can be documented and well evidenced from the research that the factors of organisational culture are collectively capable of influencing the job satisfaction level among the employees of both the public and private sector banks. So, banks have to focus on reviewing their existing work place culture and take initiatives like fair compensation planning, employee policy making, conducting of employee wellness programmes to reduce the stress level among the employees. The focus is to elevate employee satisfaction level rather than eyeing on targets and profits.

1. The analysis reveals that quite a large number of the employees in both the types of banks do not feel that they have a healthy work atmosphere because of the factors like lack of proper communication in between employees and employer, poor interpersonal relationship among the boss, peers and subordinates and stress arising out of overloading of assignments and targets. Banks can thus provide different financial and non-financial reward to feel their jobs secured, recognizing their efforts, providing opportunities to take participation in decision making process to make employees at all levels to feel valued, safe and comfortable and to have opportunities of growth.

2. It should be noted that most of the employees of the private sector banks are of the opinion that there is no work efficiency when they work in team. So, the private banks should take proper measures in selecting and equipping the supervisors or the team leaders so that they can effectively manage and handle each member and ensure proper team work in terms of group cohesion and meeting the targeted deadlines etc. in delivering the desired results.

3. The team leaders should be given ample freedom in selecting the team members for a particular job.

4. In case of public sector banks, most of the employees feel that there is no free flow of communication between employers and employees. So, some sort of informal communication space or channels may be created. Measures like informal gathering and sharing of views, open house sessions for putting their opinions etc. on every Saturday can be thought of by the banks. Moreover the managers should also find time on regular weekdays to interact with their subordinates to provide regular feedbacks for improvement in the assigned work of employees.

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