

The impact of institutional culture on employees' job satisfaction performance

Geeta^{1*}, Dr. S. K. Datta²

¹ Research Scholar, Capital University, Jharkhand

² Professor, Faculty of Commerce & Management, Capital University, Jharkhand

Abstract - Employers play a vital role in the maintenance of a healthy culture, beginning with the recruitment and selection of applicants who will share the organization's beliefs and thrive in that culture, developing orientation, training, and performance management programmes that outline and reinforce the organization's core values, and ensuring that employees who truly exemplify the values receive the appropriate rewards and recognition. The results of a main survey research indicate that an organization's culture has a significant influence on the job satisfaction of its employees.

When examining the perceptions of police officers (supervisors and non-supervisors) on the organisational factors that lead to job satisfaction, it was shown that organisational traits are a more accurate predictor than individual factors.

The majority of researchers who participated in the study were in their middle years, according to a review of the data. In terms of its focus on cooperation (3.41), assertiveness (3.34), stability (3.32), attention on people (3.29), and readiness to take chances, participants ranked the organization's culture as moderate (3.29). (3.29). (3.17).

Keywords - Organization culture, employees satisfaction, and commitment.

-----X-----

INTRODUCTION

A culture that is founded on a firmly held and widely shared set of ideas that are backed by strategy and structure is essential to the success of any business. There are three outcomes that occur when a company have a robust culture: Employees are aware of how top management expects them to react to any given circumstance, employees are convinced that the answer that is required of them is the appropriate one, and employees are aware that they will be rewarded for showing the organization's core values.

Employers play an important part in the maintenance of a healthy culture, beginning with the recruitment and selection of applicants who will share the organization's beliefs and thrive in that culture, developing orientation, training, and performance management programmes that outline and reinforce the organization's core values, and ensuring that appropriate rewards and recognition go to employees who truly embody the values. Those are just a few of the responsibilities that fall under the purview of employers.

The culture of an organisation dictates the appropriate manner to conduct oneself while working for that company. The leaders of the organisation construct a set of common views and values, which are then

conveyed to employees and reinforced in a variety of ways. As a result, employees' perceptions, actions, and overall comprehension are shaped by this culture. The backdrop for everything that a firm does is determined by the organisational culture. There is no one-size-fits-all culture model that can accommodate the requirements of all businesses. This is due to the fact that businesses operate in a wide variety of contexts and environments.

Strong cultures are one of the characteristics that are shared by the most successful businesses. At the very top, there is complete unanimity over the cultural objectives that should be prioritized, and the values that should be prioritised place less emphasis on individuals and more on the organisation and the goals it seeks to achieve. Leaders of successful businesses embody their organisations' cultures in their day-to-day actions and make extra efforts to convey those cultures' identities not just to existing staff but also to others interested in joining the company. They have a crystal clear understanding of their core principles as well as the role those values play in defining their companies and dictating how those businesses are managed.

Organization culture:

Culture of an organisation may be defined as the set of shared values, norms, and customs that all members of the group adhere to and use as a basis for their behaviour. Imagine that it is a list of all the characteristics that go into making your firm what it is. An effective corporate culture displays beneficial characteristics that contribute to enhanced performance, while a dysfunctional company culture encourages employees to exhibit characteristics that may be detrimental to even the most successful firms.

Culture should not be confused with corporate objectives or a mission statement, despite the fact that both may assist in defining culture. Culture is not developed via press releases or policy papers but rather by actions that are consistent and sincere. The way in which a CEO handles a crisis, a team's reaction to changing consumer expectations, or a manager's interaction with an employee who has made a mistake are all examples of how you may see the culture of a firm in action.

Qualities of an excellent organizational culture:

It is essential to preserve the aspects that set your business apart from others, since every firm has its own distinct culture. On the other hand, the cultures of firms that regularly achieve high levels of success constantly reflect key attributes that you should strive to cultivate:

- There is alignment in a firm when the aims of the organisation and the incentives of its personnel are all pushing in the same direction. Extraordinary companies put in the effort to ensure their vision, mission, and objectives are continuously aligned.
- Appreciation may come in many different packages, such as a public plaudits, a thank-you card, or even a promotion. A culture of appreciation is one in which every member of the team regularly expresses acknowledgement and gratitude for the contributions made by other members of the team.
- Trust is an essential component of every successful corporation. When there is a culture of trust within a team, individual members are free to express themselves and may be certain that their teammates have their backs when they attempt something different.

OBJECTIVE OF THE STUDY

- To explain the various categories of organization culture.
- To compare the different influence of organization culture in delhi colleges (private colleges)

Importance of proposed research work

When it comes to how individuals in an organisation feel about their jobs, their levels of motivation and

dedication, and ultimately their levels of job satisfaction, the culture of the company plays a huge impact. Within the context of a more comprehensive endeavour to investigate and advance work satisfaction, a variety of its constituent parts have been categorised, defined, and investigated.

This research is important because it examines the relationship between a company's culture and the level of work satisfaction experienced by its staff members. An organization's internal environment is shaped by its organisational culture, which in turn has an effect on a variety of aspects, including work satisfaction. This is because organisational culture is comprised of values and conventions.

REVIEW OF LITERATURE

Zafar, S. and Vikramjeet, (2017) carried out a study on 526 faculty members working in public and private higher educational institutions in India. They discovered that the faculty members working in private educational institutions were more satisfied with their jobs than their counterparts working in public higher educational institutions.

According to the findings of **Behzadi et al. (2012)**, there is not a significant association between organisational culture and the level of job satisfaction experienced by employees working in the physical education office in Mazandaran Province.

The researchers **Khalid et al. (2012)** investigated the association between a variety of aspects of job satisfaction among academics working in universities in the Punjab Province of Pakistan using data collected from a survey that included 108 participants. The findings of the survey suggested that there is, in fact, a salary gap between private and public universities in Pakistan. Academics working at private institutions reported higher levels of contentment with their work conditions, including salary, supervision, and prospects for advancement, compared to academics working in public universities. On the other hand, academics working at public sector institutions were found to be more content with the conduct of their coworkers and with the security of their jobs.

Lahore is the second largest city in Pakistan and a hub for higher education. **Sabri et al. (2011)** conducted a research study on 347 teachers in order to determine the effect that organisational culture has on the level of job satisfaction experienced by teachers working in public and private sector higher education institutes and universities in Lahore. It is possible that a supportive organisational culture may increase the amount of work happiness that teachers experience, and it is possible that healthy, contented, and creative brains will be produced by pleased instructors. According to the empirical results, organisational culture may be broken down into two distinct components: the organisational culture linked to managers and leaders (OCM), on

the one hand, and the organisational culture connected to workers, on the other (OCE). According to the findings of this research, a favourable and substantial influence of both types of culture on work satisfaction was found.

Tsai (2011) conducted research on two hundred hospital nurses in Taiwan to investigate the factors of job satisfaction, organisational culture, and leadership behaviour among the nurses. He discovered that there is a significant and positive relationship between job satisfaction and organisational culture. In addition, he discovered that nurses report high levels of work satisfaction and that they have a favourable impression of the culture.

In their research on the administration of indirect taxes in Malaysia, Mansoor and Tayib (2010) found that organisational culture had a significant and positive influence on employees' levels of work satisfaction.

Bake and Nalla (2009) conducted a study to investigate the connection between organisational culture and the level of job satisfaction experienced by police officers working in a variety of communities located across two states in the Midwest of the United States. The information needed for the research came from 669 participants who served with various sized police departments in two neighbouring states located in the Midwestern United States. To be more specific, the views of police officers (supervisors and non-supervisors) regarding the organisational factors that contribute to job satisfaction were investigated, and the results suggested that organisational characteristics are a better predictor of job satisfaction than individual factors.

According to **Aoms and Weathington (2008)**, whose research focused on the teaching fraternity at the University of Tennessee at Chattanooga, an organization's strong and appropriate culture has a positive impact not only on the employees' level of job satisfaction, but also on the employees' level of job commitment with the organisation.

RESEARCH METHODOLOGY

This explain the process and methodology to conduct the study. Before explain the process, we will define the types of research of this study. Because process and methodology depend on the types of the research.

Qualitative analysis of literature and data set

Individuals get acclimated to the norms and values of an organisation by a combination of observation, involvement, and formal instruction. The term "enculturation" refers to the process through which a person takes in the particulars of his or her own culture, and it suggests that departures from appropriate behaviour might result in repercussions. These norms of appropriate conduct are disseminated to the diverse members of the group by the language, the tales, and the rituals that they participate in.

Language Is Used To Identify Members Of A Culture Or Subculture In Many Organizations And Units Within Organizations Language Is Used To Identify Members Of A Culture Or Subculture In Many Organizations And Units Within Organizations. Members demonstrate their approval of the organization's culture and contribute to the culture's continued existence by becoming fluent in the language used inside the organisation. It is common for companies to, during the course of their existence, coin their own distinctive acronyms and jargon to refer to the many pieces of equipment, offices, important individuals, suppliers, clients, or products that are associated with their enterprise. When people first start a new job, they are usually overwhelmed by the many acronyms and jargons that, after working there for around six months, form an integral part of their everyday speech. After it has been adopted, this language serves as a common denominator that brings together individuals who belong to a certain culture or subculture inside the organisation.

A DETERMINATION OF THE CULTURE OF THE ORGANIZATION

Assessing the culture of an organisation is not an easy task, despite the undeniable fact that it is very vital to do so. The management of an organisation needs to pay attention to both the visible aspects of organisational culture, such as artefacts and symbols, and the invisible aspects of organisational culture, such as attitudes, beliefs, and values, in order to conduct an accurate assessment of the organization's culture. It is common practise to evaluate an organization's basic values by observing how members behave and how the organisation operates. This is because these aspects of culture are often seen as being the most easily observable and quantifiable types of culture. Researchers often make use of several survey tools when attempting to evaluate the company culture of an organisation. Surveys have the particular benefit of being able to be replicated, can be used for comparative studies, and also provide managers with a platform for profiling organisational culture, as well as instituting and measuring further organisational culture change initiatives. These advantages are as follows: The culture of an organisation may be measured using a variety of different instruments, and each of these instruments focuses on a different set of concerns or characteristics that are thought to play an important role in the culture that governs an organisation. At the moment, there are a variety of survey methods that may be used to evaluate the culture of an organisation. Organizational Culture Inventory (OCI), Organisational Culture Profile (OCP), and Organisational Culture Assessment Instrument are the names of these instruments (OCAI). The Organizational Culture Inventory (OCI), which was developed by Cooke and Rousseau (1988), is a tool that assesses 12 different types of organisational cultures. These cultures are said to be present in all different kinds of businesses. These many forms of

cultural expression may be categorised into the following three sorts of culture:

- (1) The constructive cluster, which comprises of behavioural standards that symbolise employee's contact with colleagues and also the method in which an organization's personnel will fulfil their objectives in order to be successful in the business. Achievement, self-actualization, humanism-encouraging behaviour, and affiliative norms are characteristic of this sort of behavioural standards.
- (2) The cluster that is considered to be passive or defensive Workers in this cluster have enough knowledge, assist one another, and engage with other employees in ways that do not put their own safety at risk. Approval, convention, dependence, and avoidance are the components that make up this sort of culture;
- (3) The cluster of aggressive and defensive behaviours. This sort of culture is characterised by rules of behaviour that are antagonistic, authoritative, competitive, and perfectionist. Employees who do not seek for assistance are seen as being weak. Therefore, those who belong to this particular sort of culture carry out their responsibilities in a manner that safeguards their standing.

Despite the fact that the OCI has been used in a great number of research, it does have a few drawbacks. Some of the behavioural norms, for instance, are quite similar to other norms, such as the oppositional and the competitive norms. Not only will the interpretation of the data be difficult, but the combination of important data can cause it to lose some of its value, which is another reason why categorising the organisational culture into three types and then measuring each of these three categories separately is not the best approach to measuring the organisational culture, because it not only makes it more difficult to interpret the data, but it also reduces the value of the important data. OCI requires a significant amount of both time and money, making it too costly for most businesses to utilise as a tool for gauging organisational culture. The OCP is a self-reporting tool that measures organisational culture by distinguishing between seven categories: innovation, stability, respect for people, attention to detail, team orientation, and aggressiveness. The OCP was developed by the Organizational Culture and Performance (OCP) research group. It has been determined that the OCP is one of the top ten most effective organisational culture and values tools that are currently in use. In a study that looked at 18 different ways to evaluate culture, the OCP was one of the very few instruments that provided information on its reliability and validity. This model does not, however, come without any restrictions. An organization's concentration on four common competing values is analysed by the Organisational Culture Assessment Instrument (OCAI), which then creates a profile of organisational culture that corresponds to the findings of the analysis.

The OCAI is made up of four different scales: the hierarchy, the market, the adhocracy, and the clan. Each subscale consists of six questions that probe workers' impressions of fundamental aspects of the culture, including dominant cultural types, leadership, management of employees, organisational glue, strategic emphases, and success criteria. A Likert scale with six points, ranging from one to six, is included in the questionnaire. In order to explore the OCAI's internal consistency, a reliability study was carried out, and the Cronbach's alpha coefficient was used as the primary analytical tool. Between 0.76 and 0.85 was the range of the dependability co-efficient for the four different cultural kinds. Some of the well-known measures that are used to assess what are generally acknowledged to be universal organisational ideals are shown here. Researchers and practitioners of organisational culture, on the other hand, require a generic model that can be applied to a variety of organisations and settings. This is a restriction that is present in the vast majority of the earlier studies. In light of this, and despite the widespread use of these generic tools, one school of thought contends that cultural forms change through time to accommodate the dynamics and requirements of specific businesses, and that there is significant room for variety within different sectors. Others have claimed that the kind of business a company is in is one of the most important factors in determining its culture. In light of this, it would seem that generic organisational culture instruments, despite their widespread usage, are unable to capture the intricacies that are specific to different sectors. This scale was selected in response to a demand for industry-specific scales made by Smith and Shilbury and others. The selection of this instrument was also influenced by the fact that it has been used in earlier research on organisational culture.

Descriptive statistics of organization culture:

Dimension of Organisational Culture	N	Minimum	Maximum	Mean	
		Statistic	Statistic	Statistic	Std. Error
Innovation and risk taking (IRT)	132	1.25600	4.99500	3.1674015	0.06394240
Attention to details (ATD)	132	1.44200	5.00000	3.6002121	0.06101191
Outcome orientation (OCO)	135	1.00100	5.00500	3.6673111	0.06663519
People orientation (PO)	133	1.00000	5.00000	3.2877820	0.07927024
Team orientation (TMO)	135	1.51200	5.00000	3.4128148	0.06826748
Aggressiveness (AGR)	134	1.00100	5.00500	3.3422239	0.05705265
Stability (STAB)	134	1.00000	5.00000	3.3177164	0.07740821

Participants in the research agreed that the organization's culture had moderate levels of team orientation (3.41), aggression (3.34), stability (3.32), people orientation (3.29), and innovation and risk taking (3.29). (3.17). Higher mean scores were obtained in the following categories regarding organisational culture perceptions: attention to details (3.60) and result oriented (3.67). According to Table 5.3, the mean answer score for result orientation was 3.67, making it the highest possible value. The high mean score for outcome orientation implies that academic professionals working at the institution that was the subject of the survey view the culture of the institution to be more focused on

results or outcomes – rather than the method that is employed to attain these objectives.

FINDINGS, DISCUSSION AND CONCLUSION

Major issues from literature and data:

Teachers at private schools reported higher levels of job satisfaction than their public university colleagues.

Employees at the Mazandaran Province Physical Education Office do not report a statistically significant relationship between organisational culture and their degree of job satisfaction.

When compared to their counterparts at public universities, academics working for private institutions were more satisfied with their salaries, degree of supervision, and opportunities for growth. Professors in the public sector, on the other hand, reported higher levels of satisfaction with their colleagues' behaviour and job security.

A strong and positive correlation exists between an organization's culture and employee happiness. Additionally, he found that nurses have a positive perception of the culture and experience high levels of job satisfaction.

The culture of an organisation had a major impact on how happy its workers were with their jobs.

It was shown that organisational qualities are a stronger predictor of work happiness than individual elements when looking at the opinions of police officers (supervisors and non-supervisors) about the organisational aspects that lead to job satisfaction.

Data analysis shows that most of the researchers were in their middle years when they participated in the study.

Study participants rated the organization's culture as moderate in terms of its emphasis on teamwork (3.41), aggressiveness (3.34), stability (3.32), emphasis on people (3.29), and willingness to take risks (3.29). (3.29). (3.17). Among employee opinions on the company's culture, "attention to details" (3.60) and "outcome oriented" (4.0) received the highest mean ratings (3.67). Table 5.3 shows that the mean response score for result orientation was 3.67. This is the highest possible score. High outcome orientation scores indicate that academic professionals working at the surveyed institution believe that the organization's culture prioritises achieving desired outcomes above focusing on the means by which those goals are achieved.

REFERENCES:

1. Bake, K. and Nalla, M.K.(2009): Police organizational culture and job satisfaction: A comparison of law enforcement officers perception in two Midwestern states in the U.S, INDD Vol.2 Pg 55-73.
2. Behzadi F. et al. (2012), Relationship between job satisfaction and organizational culture in staffs and experts of physical education offices of Mazandaran Province, *European Journal of Experimental Biology*, 2012, 2(4):1029-1033.
3. Bhatti, K., & Qureshi, T. (2007). Impact of employee participation on job satisfaction, employee commitment and employee productivity. *International Review of Business Research Papers*, 3(2), 54 – 68.
4. Chang, S. & Lee, M.S. (2007), A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. Vol-14, issue-02, page 157.
5. Cohen, A., 2003. Mu/ttp/e commitments in the worlace.. An integrative approach" Mawah, NJ: Erlbaum. 2. Dunham, R.B., J.A. Gmbe and M.B. Castaneda, 1994. Organizational commitment: The utility of an integrative deBnition" *Journal of Applied Psychology*, 79(3): 370-380.
6. Hop Pock (1935): Private and Public Sector Managers: An Empirical Investigation to Job Characteristics and Organizational Climate, *J. Applied Psychology*. 71: 247-259.
7. Ivancevich J. M. and Matterson M (1997), *Organizational Behavior and Management*. Sydney: Irwin
8. Jiang.J.J. and Klein, G. (2000), Supervisor support and career anchor impact on career satisfaction of the entry
9. Kerego, K and Muthupha, D.M. (1997), Job satisfaction as perceived by agricultural extension in Swaziland. *South African Journal of Agricultural Extension*, 23(2): 19-24
10. Khalid, S., Irshad, M. Z., & Mahmood, B. (2012). Job satisfaction among academic staff: a comparative analysis between public and private sector universities of Punjab, Pakistan. *International Journal of Business and Management*, 7(1), 126-136.
11. Kirkman, B.L. and D.L. Shapiro, 2001 The impact of cultural values on job satisfaction and organizational commitment in self-managing work teams: The mediating role of employee resistance" *Academy of Management Journal*, 44(3): 557- 569.
12. Kumar, B.P. and V.N. Giri, 2007. Organizational Commitment, Climate and Job Satisfaction: An Empirical Study. *The Icfai University Journal of Organizational Behavior*, 5(3): 3-14.
13. Lawler, E.J., 1992" Affective attachment to nested groups: A choice

- process theory. American Sociological Review.
14. level information system. Journal of Management Information System, 16 (3): 219-240.
 15. Lock, E. A. (1976), Natures and causes of job satisfaction in M. D. Dunnette (Ed.) handbook of industrial and organizational psychology. Chicago: Rand McNally, pp.1297-1349.
 16. Lund B., (2003) "Organizational culture and job satisfaction", Emerald 18.
 17. Mansoor, M. and Tayib, M. (2010), An empirical examination of organizational culture, job stress, job satisfaction within the indirect tax administration in Malaysia, International journal of Business and Social Sciences, 01(01): 81-95.
 18. Mathieu J"E. and D.M Zajac, 1990 . A review and meta-analysis of the antecedents, correlates and consequences of organizational commitment. Psychological Bulletin 108: 171-194.
 19. Meyer, J.P. and N.J. Allen 1991. A three-component conceptualization of organizational commitment. Human Resource Management Review, 1 61-89.
 20. Morrow, P.C., 1993. The theory and measurement of work commitment. Greenwich CT: JAI Press" Cohen, A., 1993a" Organizational commitment and turnover: A meta-analysis. Academy of Management Journal, 36(5): 1140-1157.
 21. Nazneen, A & Singh, N (2014), " A Study of ORS and OC among the Faculty members of Private and Public University", International Journal of Human Resource Management and Research , Vol. 4, Issue 3, Jun 2014, 69-76.
 22. Pareek, U (1983), "Making Organizational Role Effective", Tata McGraw Hill Publishing Company Ltd ,New Delhi.
 23. Pettigrew, A.M. (1979), On Studying Organizational Cultures, Administrative Science Quarterly Vol. 24, No. 4, pp. 570-581

Corresponding Author

Geeta*

Research Scholar, Capital University, Jharkhand