

A Comparative Study on Effects of Work Culture on employee satisfaction in Public & Private Sector Bank with special reference to SBI and ICICI Bank

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Abstract:

Culture is made of the values, attitude, beliefs, philosophies, underlying assumptions, and behaviors shared through a set of people. Culture is usually unstated and unwritten rules but it is the most powerful determinant of how people or teams work together in the organization and produce results. It has a profound impact on employees' performance. Workplace culture is also a predictor of job satisfaction among employees because it boils down to whether employees are culturally fit with the organization i.e., employees personal values and work ethos are aligned with those of the organization. The purpose of the study is to understand the work culture and its effect on overall performance of the personnel in a banking sector. Exploratory study design helped acquire initial statistics, define the challenges and propose hypotheses. This research paper highlights the effects of Work Culture on employee satisfaction in Public & Private Sector Bank.

Keywords: Work Culture, Job satisfaction, Performance, Banking Sector, Private & Public Sector Bank

Work culture

Workplace culture sets the context for everything an organization does. It provides a framework to behave within the organization. It brings people in collaboration at an equal platform thus galvanizing them to deliver satisfactory outcomes. Employees develop belongingness for their workplace and have a sense of loyalty towards their organization. Workplace culture is important in determining the importance of employees and preparing them to work for the firm for an extended period of time. It is the responsibility of an organization should create a inspiring work environment for the employees for them to a better picture for work except in interfering in employee's job.

Work Culture for an employee

Work-culture is an idea that is concerned with individual Beliefs, thought process, employees' attitudes, values and Ideologies of the organization. Workplace culture is defined as the way in which employees interact with one another and clarifies how an organisation operates.

Every organization's long-term viability is solely dependent on the item evaluation in relation to the intellectual potential of its employees, which in turn influences the organization's environment. When employees do not respect the company's laws and regulations, the company needs to build a sinewy work culture. Such organizations represent a weak culture. this means that this type of organization's employee performance is all dependent upon the strict procedure they follow. However, organizations want to develop a performance-based organizational culture on the voluntary basis of employee behavior. During this way employees willingly performed tasks & cope with the organization responsibilities. Performance refers to an employee's ability to fulfil a responsibility assignment or task to the best of his or her ability. It refers to how well a task is accomplished in order for an employee's job to be finished. (Cascio, 2006). work performance is the ultimate effect of a individual's effort as altered by roles and abilities or work perceptions (Jones, 2003).

WORK CULTURE IN BANKING SECTOR

One of the areas of the economy that has received a lot of attention lately is the financial sector. Within the broad framework of the financial sector, it is the banking sector that has been the focus of academics and policy makers. With concerns about financial stability at the forefront of policy challenges facing central banks around the world, there is a growing realization that fostering sound financial institutions, especially banks, is an essential prerequisite. to rapid and inclusive growth.

Banking has completed a full circle in recent years. Today, profit is the primary motivator for banks, with clear government guidance to "do or perish" with the present shift in bank structural orientations; the bank's whole perimeter has been redefined. Consequently, the banking sector in most emerging economies is going through a difficult but exciting time and India is no exception. As per respective studies, following are the important state of affairs to change in the banking sector: Ever-changing consumer expectations and needs due to;

1. Technology impact;
2. Cut throat Competition among the Public, Private banks and from MNCs in the financial sector;
3. Regarding accountability towards the government, stakeholders and customers.

Literature Review

Hofsted, (1980) According to this viewpoint, culture shapes the identity of a human group in the same way that personality shapes the identity of an individual. Furthermore, the two interact; -

The study of culture and personality is known as psychological anthropology. Personality traits can be used to measure cultural traits in specific cases.

Research led by MerylLouis, Posner, and Powell 1983) conclude that newcomers "learning the ropes" of the employment were shown the benefits of subgroup engagement. The three most significant socialising ids, according to survey respondents in their first job experience, were interaction with peers, engagement with their supervisor, and interaction with their boss.

Smircich, (1983), studies that culture gives employees a sense of self, fosters the formation of devotion to something bigger than themselves, improves the stability of the social structure while also guiding and shaping behaviour. At many levels, culture arises to solve challenges provided by life conditions and to generate learned ways of dealing with them.

Wallach (1983) suggested that the three types of organisational culture are bureaucracy culture, innovative culture, and supporting culture. (1) Bureaucracy culture is a society in which order, command, and rules are required. (2) innovative culture allows participants to be free in their thinking, expressing their opinions, and working. (3) supportive culture emphasises kinship values such as harmony, openness, friendliness, collaboration, and trust in its communication interactions.

Garthe Morgan, (1986) says that Common meaning, shared comprehension, and shared sense-making" is what culture is characterised as. Culture, he claims, must be regarded as a living, dynamic phenomenon in which individuals create and reconstruct their environments.

Singh (1989), Findings on work culture and employee satisfaction show that there is a considerable difference between high and poor work culture groups in terms of management satisfaction. The findings could be explained by the fact that having a strong sense of responsibility for others gave people a sense of responsibility, which made them happier than people who scored low on this dimension. There is a correlation between a sense of duty and job and life satisfaction, according to numerous research. Moreover, research indicates that the sense of responsibility serves two functions at once. It satisfies the urge for affiliation on the one hand, while also providing an aptitude for teamwork on the other.

Armstrong (1990) characterises organisational culture as a set of common attitudes, ideas, assumptions, and expectations that shape how people act and interact in a company and underpin how things are done, although it is unlikely to be documented. It will express the organization's dominant ideology through myths, heroes, stories, jargon, ceremonies, and legends.

Byrne, (2002) shows that a good organisational culture has a bigger impact on employees than a weak one. Employee behaviour should be influenced significantly and positively if the company's culture is strong and encourages high ethical standards.

Lok and Crawford, (2004) -According to this theory, organisational culture influences how employees set personal and professional goals, complete tasks, and allocate resources to achieve them. It has a conscious and subconscious effect on how people think, feel, and act.

Results of the study done by Dirani (2004) shown that employees were likewise committed to a model in which leaders encouraged and strategically leveraged learning to achieve corporate objectives. Employees were also more dedicated when they were a part in developing, owning, and implementing their bank's vision with management. They wanted to be a part of the decision-making process; therefore, they were eager to learn about the tasks they were expected to complete.

Niranjana and Pattanayak (2004) depicts that in service and industrial organisations in India, OCTAPACE attempted to investigate the dynamics of organisational civic behaviour, acquired optimism, and organisational ethos. The industrial industry had a better organisational culture, whereas the service industry had high organisational citizenship behaviour and acquired optimism. As a result, each bank's culture should be aimed toward employee empowerment and the implementation of measures that boost employee morale. Employees with high levels of proficiency and motivation will put forth focused efforts toward the company's growth and development. As a result, Circle of Excellence will emerge.

Schneider and Reichers (2006) conducted research on five financial organisations for the relationship between organisational culture, employee satisfaction, production, and turnover indexes. Their findings demonstrated that for workers in certain jobs, work culture and satisfaction indicators correspond, whereas for others, they do not. There was no link between contentment and production, however there was a link between satisfaction and turnover.

Schneider, Brief and Guzzo (2009) studies that in companies like the Ritz Carlton, researchers looked into the link between work culture and comprehensive organisational change.

These businesses were found to be more successful because they were better at managing three parts of the workplace: Interpersonal relationships, hierarchy, and an emphasis on support and rewards.

OBJECTIVES OF THE RESEARCH: -

The first-most objective of this study is

1. To assess the effect of work culture on employee job satisfaction in Public & Private Bank.

In line with this first-most objective, another objective are as follows:

2. To study the job satisfaction of bank employees working at different levels such as: Top, Middle & Lower.
3. To study the comparison between work culture of public & private banks.

RESEARCH QUESTIONS

The answers to the following questions can be found in this research study:

1. Do you accept that bank employees are prepared to help each other?
2. Do you accept that the bank has favorable working hours?
3. Do you accept that top management have sufficient communication with the employees?

On the basis of the above questions the research study explained that the effect of work culture on employee job satisfaction in Public & Private Bank.

Research Hypothesis:

To answer the research questions and accomplish the objectives of the research study, the following hypotheses are forward-looking and will be proved during this study.

Hypothesis of the Study-

H0-- There is no correlation between work-culture and job satisfaction.

H1-There is correlation between work-culture and job satisfaction.

Research & Methodology

Primary and secondary data were collected for the study. However, primary data was a precedence. Respondents were asked to rate their feelings on a five-point Likert scale in a standard style. The overall target population for the study is 50 from each bank. For the same study, the researcher sent a questionnaire to 110 respondents, all doing work activities in the banking sector, and out of which the researcher received 102 responses. Finally, a study was done with the 100 Respondent's point of view and abstracted 2 responses, for the same researcher used convenience sampling techniques.

Scale for Measurement-

Strongly agree: 1, agree: 2, Neutral: 3, Disagree: 4, Strongly Disagree: 5

DATA ANALYSIS & PRESENTATION

Objective-1-To assess the effect of work culture on employee job satisfaction in Public & Private Bank.

Objective-3-To study the comparison between work culture of public & private banks.

Q1. Do you accept that bank employees are prepared to help each other?

Table 1- The bank employees are prepared to help each other.

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	15	30%	18	36%
2	20	40%	27	54%
3	10	20%	5	10%
4	5	10%	0	0%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION: According to the above table, 30% of ICICI bank respondents and 36% of SBI bank respondents strongly agree, 40% of ICICI bank respondents and 54% of SBI bank respondents agree, 20% and 10% are neutral, and 10% of icici bank respondents and 20% of SBI bank respondents are dissatisfied with the above statement.

SBI bank respondents, on the other hand, are more inclined to assist one another.

Q2. Do you accept that the bank has favorable working hours?

Table 2-The bank has favorable working hours.

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	12	24%	22	44%
2	18	36%	8	16%
3	5	10%	20	40%
4	15	30%	0	0%
5.	0	0%	0	0%

Source- Field Survey 2022

INTERPRETATION:

According to the above table, 24% of ICICI bank respondents and 44% of SBI bank respondents strongly agree, 36% of ICICI bank respondents and 16% of SBI bank respondents agree, 10% and 40% of respondents are neutral, and 30% of ICICI bank respondents and 0% of SBI bank respondents are dissatisfied with the above statement.

Respondents from SBI bank, on the other hand, have more favourable working hours.

Q3. Do you believe that senior management communicates effectively with employees?

Table-3-Senior management communicates effectively with the employees

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	15	30%	9	18%
2	20	40%	23	46%
3	10	20%	3	6%
4	5	10%	15	30%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION:

According to the above table, 30% of ICICI bank respondents and 18% of SBI bank respondents strongly agree, 40% of ICICI bank respondents and 46 percent of SBI bank respondents agree, 20% and 6% are neutral, and 10% of ICICI bank respondents and 30% of SBI bank respondents are dissatisfied with the above statement.

ICICI bank respondents, on the other hand, are more satisfied with the management.

Objective-2-To study the job satisfaction of bank employees working at different levels such as: Top, Middle & Lower.

Objective-3-To study the comparison between work culture of public & private banks.

Q4. Are you happy with your seniors', peers', and juniors' knowledge, skills, and abilities?

Table-4 Employee happy with your seniors', peers', and juniors' knowledge, skills, and abilities.

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	26	52%	9	18%
2	20	40%	6	12%
3	4	8%	15	30%
4	0	0%	20	40%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION:

According to the above table, 52 percent of ICICI bank respondents and 18 percent of SBI bank respondents strongly agree, 40 percent of ICICI bank respondents and 12 percent of SBI bank respondents agree, 8% and 30% are neutral, and 0 percent of ICICI bank respondents and 40 percent of SBI bank respondents are dissatisfied with the above statement.

In comparison, ICICI bank respondents are more happy with their superiors', peers', and juniors' knowledge, skills, and talents.

Q5 Are you satisfy with the work autonomy in the organization?

Table-5 Satisfy with the work autonomy in the organization

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	15	30%	21	42%
2	21	42%	14	28%
3	9	18%	5	10%
4	5	10%	10	20%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION:

According to the above table, 30% of ICICI bank respondents and 42% of SBI bank respondents strongly agree, 42% of ICICI bank respondents and 28% of SBI bank respondents agree, 18% and 10% of ICICI bank respondents are neutral, and 10% of ICICI bank respondents and 20% of SBI bank respondents are dissatisfied with the above statement.

Respondents at ICICI bank, on the other hand, are more satisfied with their job autonomy.

Q6. Are you happy with your current working environment and conditions?

Table-6- Satisfied with the current working environment and conditions.

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	28	56%	19	38%
2	17	34%	16	32%
3	5	10%	10	20%
4	0	0%	5	10%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION

According to the above table, 56% of ICICI bank employees and 38 % of SBI bank employees strongly agree, 34 percent ICICI and equally 32 % SBI Respondents agree, 10% ICICI and 20% SBI Respondents are indifferent, and just 5% SBI Respondents disagree.

ICICI bank staff, on the other hand, are happier with their current working conditions.

Q7. Do you believe your bank gives possibilities for growth and security?

Table-7-Bank gives possibilities for growth and security opportunities.

Scale	ICICI respondents	Respondents in %	SBI bank	Respondents in %
1	24	48%	11	22%
2	11	22%	24	8%
3	15	30%	5	10%
4	0	0%	10	20%
5.	0	0%	0	0%

Source-Field Survey 2022

INTERPRETATION

According to the above table, 48 % of ICICI bank respondents and 22% of SBI bank respondents strongly agree, 22 % of ICICI bank respondents and 48 % of SBI bank respondents agree, 30% ICICI and 10% of SBI bank respondents are neutral, and 10% from SBI Bank disagree.

ICICI respondents, on the other hand, are happier with the chances for progress and security.

Testing of Hypotheses:

Modal Summary

Model	Ist Objective	IInd Objective	IIIRD Objective
Correlation(r)	0.95%	0.75%	0.90%

From the above findings:

1. 0.95% indicates that work culture has a favourable impact on employee job satisfaction in both public and private banks. It means that work culture in one organization assesses the performance behavior of individual employees in an organization.

2. 0.75% of the job satisfaction of bank employees working at different levels such as Top, Middle & Lower.

3. 0.90% study the work culture of private banks impacts on job satisfaction of employees.

Every individual has his or her own culture and beliefs, and when he or she joins an organisation with a culture and values that are radically different from his or her own, he or she should be allowed to assimilate the organization's culture and values first to see if he or she can cope with them.

How well an employee can cope with the company's culture will affect how well he performs on the job. When an organisational culture needs to be altered, personnel must first be alerted and taught how to modify the previous culture, as this will have an impact on their performance.

Conclusion

Every company must meet some of its employees' basic needs and seek in order to stay in business. Employees that are glad and intended are the ones who help the organisation to achieve its objectives. In order to increase the human resource's potential, the company must ascertain that they have the finest possible working environment. As a result, every organization needs to modify and amend its employee work culture so that they can contribute more than quality, production and productivity. ICICI, a private bank, has shown to be the best in the banking industry. Because of its listing of occupational groups and skilled employees, it has pioneered numerous new fields. And it could only do so by providing good working conditions and welfare benefits to its employees. Both the banks are known for minimum worker turnover. This is because it offers its personnel good enough and fair remuneration and so the employees don't have any purpose to give up the company. This may be backed by the truth that these banks have been a service provider for more than two decades now. Between employees and employers, there is a healthy environment of collaboration and coordination. They design plans for the employees' professional development as they prepare to join. As a result, they provide role-based career development opportunities to employees with long-term employment and provide them with opportunities to grow both within and internationally.

RECOMMENDATION

The following are the recommendations offered to the organisation based on the organization's analysis-

- Organizations must take additional steps to improve the working environment by focusing on the Employee experience
- To retain top performers, organizations can emphasize more on individual career growth and development paths which will in turn help organizations make competitive.
- Organization can provides a platform for creatively doing things in their job.
- Reward policy should be free from biases.
- Proper training should be provided to the employees to enhance their existing skills to perform their job
- The environment of OCTAPACE must be created in the bank.

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