To Study Impact of Organizational Culture on Employee's Job Satisfaction and Performance – A Case Study on Manufacturing Industry

Prarthna Anant Halwe
halweprarthna@gmail.com
Parul University,
Vadodara, Gujarat

Sandhya Gorakh Patil
sandhyapatil887@gmail.com
Parul University,
Vadodara, Gujarat

Dr. Sapna Chauhan
sapna.chauhan6030@paruluniversity.ac.in
Parul University,
Vadodara, Gujarat

ABSTRACT

The research was designed to examine the impact of organizational culture and its impact on employee performance and job satisfaction, using the organization "Orient Bell Ltd" 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 Orient Bell Ltd. The data was analyzed using tables and chi square was used in testing the hypotheses formulated to guide the research. From the findings, it was observed that majority of the respondents agree that organizational culture does have an impact on performance and satisfaction levels of employees. It was also discovered that the type of organizational culture practiced in an organization can also determine the level of employee performance and job satisfaction.

Keywords: Organization Culture, Organizational Goal, Employee Performance, Job Satisfaction, Employee's Commitment.

1. INTRODUCTION

Culture creates the environment in the organization and influences the nature of the long-term plans that move the organization toward its vision. Organizational Culture is defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Culture also dictates the policies and processes that enable the organization to live its mission every day. A great organizational culture is the key to developing the traits necessary for business success. 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.

"Organizational Culture defines a jointly shared description of an organization from within."

– Bruce Perron.

"Organizational Culture is Civilization in the workplace."

– Alan Adler.

2. OBJECTIVES

- To understand Organizational Culture of Oriental Bell Ltd. in detail
- To study the impact on Employees Performance
- To study the impact on Job Satisfaction
- To evaluate Job Satisfaction and Employee Performance of Manufacturing Industries.

3. REVIEW OF LITERATURE

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

2. Dr. Anju Singh (2021) - The study finds out that there is no variance in the job satisfaction in any of the age groups as well as any number of years of experience. However, interestingly there exists a difference in the culture views as per the years of experience though not on the basis of age.

3. Dr. Irfan Ullah Khan, Muhammad Saqib Khan, Dr. Rooh Ul Amin (2020) The existing research studies offered considerable literature about associations between organizational justice, culture, and employees' performance in different contexts including the higher education institutions. The just culture is inspirational in influencing employees' behavior positively and work with the domain of institutional norms and values by showing their utmost efforts and potential in chasing the institutional goals.

4. Chun-Yu Lin, Chung- Kai Huang (2020) In the face of a changing and turbulent environment, an organizational learning culture (OLC) is crucial for the long-term operation of an organization Employees who experienced a higher learning culture had lower levels of turnover intentions and exhibited better job performance. Job satisfaction had a negative impact on employee turnover intentions but a positive impact on job performance.

5. Purwadi, Dio Caisar, Deby Mirwansyah (2020) The purpose of the research is to explore the relationship between leadership, organizational culture on job satisfaction and performance. The result of the study showed that job satisfaction had a negative and not significant effect on performance. On the other Hand, leadership and organization culture have a positive and significant effect on job satisfaction.

6. Abdulmajeed Saad, Shahnaz, Malek Bakheet and Mohammad Tahseen (2019) Job satisfaction can be viewed as the attitude of employees toward their jobs, organizational, social and physical work atmosphere and the earned rewards. The study reported that job satisfaction plays a critical role in the attracting and retaining of employees within an organization. satisfaction is a key determinant for organizational commitment among incumbent employees.

7. Irfan Ullah Khan, Lubna Shoukat, Muhammad Waheed (2019) The literature showed that the culture of higher institutions plays important role for nurturing the employees' attitude towards the expectations, norms, and values in achieving objective of organization. The weak culture is measured through unconventionality about lack of standards, core ethics. A strong culture is stared over solid normative behavior, readiness, and shared values of the employees.

8. Ghazi Ben Saad, Muzaffar Abbas (2018) - The findings indicate a positive relationship between organizational culture and job performance. Likewise, four organizational culture sub-elements, namely Managing Change, Achieving Goals, Coordinating Teamwork and Cultural Strength, were found affecting positively on job performance, but with varying and distinct intensity

9. Janicijevic Nebojsa, Nikcevic Gordana, Vasic Vladimir (July, 2018) The paper explains the impact of organizational culture on employees' job satisfaction. The research shows that employees' job satisfaction level systematically and significantly varies in different organizational culture types, proving that organizational culture is a job satisfaction factor; and that organizational culture does not impact the job satisfaction level by harmonizing with employee needs but through the content of its values and norms.

10. Rosli Ibrahim, Ali Boerhannoeddin (2017) The purpose of this study is twofold: first, to examine the direct influence of both training methodology and trainers' effectiveness on soft skills acquisition, followed by identifying soft skill competencies and their influence on employees' work performance.

4. RESEARCH METHODOLOGY
(a) Data Collection: A Standardized Questionnaire was constructed using Google Form. (Job Performance Questionnaire - Edric L Spruill, Mary Kuronzwi, Lee Hoey Ying. Job Satisfaction Questionnaire - A.P.A Vav Beek & D.L Gerritsen, Othman Tayeh & Khalid –El-Hallaq, Charles B. Hall & Kevin Brazil)
(b) Sampling Area: The study was conducted at different departments at Orient Bell Ltd including (Mechanical, Human Resource, Press, Sales & Purchase Department).
(c) Sampling Units: The Sampling Unit for Our Research Was Orient Bell Limited, Dora, District – Bharuch, Gujarat.
(d) Population: 75-80 Workers.
(e) Sample Size: 50 Workers- managed to get 40 responses.
(f) Sources of Data: Primary data is used in the survey through questionnaire method.

5. LIMITATIONS OF THE STUDY
(a) Confidentiality: Every organization has their own confidential information to maintain sine revealing information to outsiders could be harmful for business. While conducting the research we sometimes faced the restrictions from company's supervisor.
(b) Time constraints: Collecting the data and preparing the
(c) report was very time-consuming process for us, while attending academics regularly.
(d) Data collection: As due to covid-19 restrictions it was not possible for us to collect data physically, collecting data through google forms sometimes made process little problematic and lengthy process to reach to sample population.
(e) Age: The difference in age group of workers sometimes created difficulty to analyze the different prospects of the research.

6. DATA ANALYSIS AND INTERPRETATION

The method for analyzing the data will be Statistical Package for Social Sciences (SPSS). The Questionnaire used is standardized and the data collected was quantitative. The Questionnaire is to find the impact between the Organizational Culture and Job Satisfaction and Organizational Culture and Job Performance of the employees. The method used to analysis the data is Pearson Chi- Square and it is presented in tabular format.

6.1 Hypothesis Framework
- Ho1 - The Organizational Culture has a direct impact on the employee's Job Satisfaction.
- Ha1 - The Organizational Culture do not have a direct impact on the employee's Job Satisfaction.
- Ho2 - The Organizational Culture has a direct impact on the employee's Job Performance.
- Ha2 - The Organizational Culture do not have a direct impact on the employee's Job Performance.

6.2 Hypothesis Testing
- **Ho1 -** The Organizational Culture has a direct impact on the employee's Job Satisfaction.
- **Ha1 -** The Organizational Culture do not have a direct impact on the employee's Job Satisfaction.

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	275.2780^a	266	.335
Likelihood Ratio	149.075	266	1.000
Fisher's Exact Test	363.066		
N of Valid Cases	40		

The **Pearson Chi- Square value = 275.278, df = 266 and p = 0.335** indicating the significant value is **more than 0.05 so the null hypothesis is being accepted** and hence there is no significant relationship between **Organizational Culture and Job Satisfaction.**

- **Ho2 -** The Organizational Culture has a direct impact on the employee's Job Performance.
- **Ha2 -** The Organizational Culture do not have a direct impact on the employee's Job Performance.

Chi-Square Tests			
	Value	**df**	**Asymp. Sig. (2-sided)**
Pearson Chi-Square	235.810^a	228	.347
Likelihood Ratio	133.075	228	1.000
Fisher's Exact Test	307.095		
N of Valid Cases	40		

The **Pearson Chi- Square value = 235.81**, **df = 228** and **p = 0.347** indicating the significant value is **more than 0.05 so the null hypothesis is being accepted** and hence there is no significant relationship between **Organizational Culture and Job Performance.**

6.3 Findings/observation
(a) The employees are satisfied with the Organizational Culture and the environment of the Company.
(b) The employees are satisfied with the opportunity to be involved in the decision-making process
(c) The promotional opportunities have been a factor for better performance of the employees and the pay structure is based on the employee's performance.
(d) The employees are provided tools and resources satisfactorily thus increasing their level of performance.
(e) Thus, there is no direct impact of Organizational Culture on the Job Performance and the Job Satisfaction of the employees.

6.4 Suggestions
(a) The Organization should have more flexible and open communication channels between the Top. Middle and Lower level of management.
(b) All levels of management should be given equal opportunity to give their suggestions.
(c) The Organization should allow employees to use them on judgement once in a while.

7. CONCLUSIONS
The research was aimed at investigating the impact of organizational culture on employee performance and job satisfaction. Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and how they perform their duties and level of satisfaction received by them. The study reveals that organizational culture stimulates performance and satisfaction of employees. The research also acknowledges that the impact of organizational culture can have a negative as well as positive impact on the employee's job satisfaction and job performance. The Organizational Culture practiced in the organization establishes the relation between the employer and employee and set up an effective communication channel which determines a positive and free environment in the organization. All these leads in affecting the employee's performance and satisfaction.

The purpose of the study was to understand the importance along with acknowledging its impact on the performance and satisfaction of the Oriental Bell Ltd. employees, which help us to understand that every organization should develop a culture which can understand the employees and their needs. if the employees are well understood of organization's culture then it makes easy to adopt to the culture and to perform their duty effectively and get satisfaction by the end of the day. To sum up all organization should have a culture that embrace all employees in every project of the organization to have advantage of improved performance, satisfaction.

REFERENCES
[1] Sapta, I., MUAFI, M., & SETINI, N. M. (2021). The role of technology, organizational culture, and job satisfaction in improving employee performance during the Covid-19 pandemic. *The Journal of Asian Finance, Economics, and Business*, *8*(1), 495-505.
[2] Singh, A. A study of organizational culture and job satisfaction among teaching staff in higher education institution.
[3] Khan, I. U., Khan, M. S., & Amin, R. U. (2020). An Investigation on the Influence of Organizational Culture and Justice towards Employees' Performance. *Research Journal of Social Sciences and Economics Review*, *1*(2), 37-45.
[4] Lin, C. Y., & Huang, C. K. (2020). Employee turnover intentions and job performance from a planned change: the effects of an organizational learning culture and job satisfaction. *International Journal of Manpower*.
[5] Purwadi; Darma, Dio Caisar; Febrianti, Widya; Mirwansyah, Dedy. (2020). Exploration of leadership, organizational culture, job satisfaction, and employee performance. *Technium Soc. Sci. J.*, *6*, 116.
[6] Albalawi, A. S., Naugton, S., Elayan, M. B., & Sleimi, M. T. (2019). Perceived organizational support, alternative job opportunity, organizational commitment, job satisfaction and turnover intention: A moderated-mediated model. *Organizacija*, *52*(4), 310-324.
[7] Khan, I. U., Shoukat, L., & Waheed, M. (2019). Impact of organizational culture attributes on the employee's performance in educational context. *Global Regional Review*, *4*(1), 441-450.
[8] Ibrahim, R., Boerhannoeddin, A., & Kayode, B. K. (2017). Organizational culture and development: Testing the structural path of factors affecting employees' work performance in an organization. *Asia Pacific Management Review*, *22*(2), 104-111.
[9] Saad, G. B., & Abbas, M. (2018). The impact of organizational culture on job performance: a study of Saudi Arabian public sector work culture. *Problems and Perspectives in Management*, *16*(3), 207-218.
[10] Janićijević, N., Nikčević, G., & Vasić, V. (2018). The influence of organizational culture on job satisfaction. *Economic Annals*, *63*(219), 83-114.

Webliography:
[1] https://www.achievers.com
[2] https://gothamculture.com
[3] https://www.business-standard.com/company/orient-bell-2036/information/company-history
[4] https://www.orientbell.com/
[5] https://www.ceeol.com/search/article-detail?id=686326
[6] https://dinastipub.org/DIJDBM/article/view/389
[7] http://ejournal.karinosseff.org/index.php/jswse/article/view/38
[8] https://www.emerald.com/insight/content/doi/10.1108/0885862031047313/full/html
[9] https://www.michiganstateuniversityonline.com/resources/leadership/the-impact-of-organizational-culture-on-success/
[10] https://bizfluent.com/info-8211344-organizational-culture-negative-effects.html
[11] https://www.emis.com/php/company-profile/IN/Orient_Bell_Ltd_en_1627282.html
[12] https://economictimes.indiatimes.com/orient-bell-ltd/infocompanyhistory/companyid-5055.cms
[13] https://journals.co.za/doi/abs/10.10520/EJC88907
[14] https://mfasia.org/mfa_programs/advocacy/south-asian-association-for-regional-cooperation/
[15] https://in.investing.com/equities/orient-bell-ltd-company-profile
[16] http://dx.doi.org/10.1016/j.ijnurstu.2010.02.010
[17] https://www.emeraldinsight.com/reserachregister
[18] sagepub.com/journalsPermissions.nav
[19] www.ccsenet.org/ijbm
[20] https://doi.org/10.3846/bme.2019.10379