Research Article

To Study the Relationship between Job Satisfaction and Organisation Culture at Bikanervala

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I N F O

A B S T R A C T

With the help of the instrument example OCTAPACE, organization culture can be defined. OCTAPACE is all about and what are eight values that may be examined to develop the profile of an organizational culture. This study is limited to employee working in Bikanervala (Bikano). The present study is a descriptive study based on both primary and secondary data and Sample size 108 will include managerial employees and supervisor and workers. Simple random sampling technique will be adopted. Independent *t* test, correlation analysis (pearson) and regression analysis (simple regression) is applied to test the hypothesis to satisfy the stated objectives. Statistical package for social sciences (SPSS) and Microsoft excel (Ms Excel) is used as tools for data analysis.

Keywords: Job Satisfaction, Organization Culture, OCTAPACE, Organizational Climate
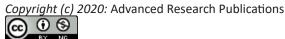
Introduction

Organizational culture is the meanings that the people attach to their actions and it is the collective behaviour of humans working in an organization. Culture includes the visions, norms, organization values, working language, systems, beliefs, symbols and habits. It is also the pattern of assumptions and collective behaviours that are taught to new members in an organization, as a way of perceiving, thinking and even feeling. Organizational Culture affects the way people interact with each other. Organisational culture includes ethics, values, beliefs, attitudes, norms, ethos, climate, environment and culture. The Instrument developed by Udai Pareek example OCTAPACE, has been used to determine the organization culture. It has emerged that some of the values are distinguished enough to make the culture a performing culture. Results have confirmed that culture is derived out of ethos, which ultimately leads to performance. The abbreviation of OCTAPACE culture are openness, confrontation, Trust, Authenticity, pro-action, autonomy, collaboration and experimentation which are essential for a strong and successful organization. An organization with OCTAPACE culture values has the greater chance of achieving high growth, satisfaction and involvement, team work and free flow of communication within the organization. Job satisfaction basically tells how much employee like his/ her job and the tasks assigned to him/ her. It reflects a positive attitude of employee toward his job. Job satisfaction is not the same as motivation, although it is clearly linked, Many past studies said that satisfaction is very important factor to motivate them. Job satisfaction is a very important component at work place. Treating respectively with employee will enhance satisfaction in employee. Satisfaction means job commitment and if employees are much satisfied with their job than they are more productive for organization. The most common way of measurement is the use of rating scales where employees reactions to their jobs will be reported. Job can be influenced by various factors like quality of employees relationship with their supervisor, quality of working environment in which they work, degree of fulfilment in their work, etc.

Literature Review

Bapat B, Soni V and Khare V (2014), conducted their study

21

Sharma B
J. Adv. Res. Humani. Social Sci. 2020; 7(4)

on "Organizational dynamics through OCTAPACE culture in IT companies" The study was conducted to identify the major factors based on descriptive research design undertaken with the help of structured questionnaires. The paper employs certain statistical tools for assessing whether the hypotheses that had been formed are valid or not. The results showed that the sample organizations differ significantly in their OCTAPACE Culture and are having varying level of OCTAPACE culture.

Mulatu Takele Babushe, Narendranath K (2013), the purpose of this study was to examine employees' perception about "HRD climate in relation to job satisfaction in the public sector (civil service organizations) of Ethiopia based on the selected Bureaus in two regional states viz., Amhara and Benishangul-Gumuz." The data was collected from 615 employees (both executives and non-executives) using self-administered questionnaire. The final response rate was 87.5% (539), based on this the analysis is carried out. The findings revealed that the extent HRD climate and the HRD climate elements are all below average, i.e., they are indicating the existence of very poor HRD climate in the selected bureaus or in the public sector of Ethiopia. The tested hypotheses suggested that the correlation between HRD climate and job satisfaction is statistically significant and there is significant impact of HRD climate on job satisfaction.

Subrahmanian MU (2012) conducted his study on "Achieving high involvement, satisfaction through octapace culture in IT companies". Understanding organizational culture helps to increase the organizational effectiveness and development. A total of 200 software employees were selected for the study. The study revealed that some of the OCTAPACE culture dimensions show value lower than the norms specified and there is variation in dimensions in the organization. Collaboration and trust among employees should be cultivated among employees which is essential for every organization for its effectiveness. Thus, the management should work for develop the organizational culture that requires the culture of OCTAPACE.

Research Methodology

Research Design

- **Methodology used for Data Collection:** Research design for the study shall be descriptive in nature. Descriptive research describes the characteristics of the variables which are chosen for the research and helps in inference building about population parameters and the relationship among two or more variables. Population for the research consists of employees in working in Bikanervala. Total population of the study is 300. Sample size 108 will include managerial employees and supervisor and workers. Simple random sampling technique will be adopted to select the sample elements. Two standardised questionnaires will be used to collect primary data from the respondents

- **Data Collection:** Both primary and secondary data collection methods will be employed to conduct the research work. The survey shall be carried out by means of standardized questionnaires on Organization Culture developed by Udai Pareek (1994). Minnesota Satisfaction Questionnaire was used to measure the level of job satisfaction among employees

- **Data Analysis:** The above aims and objectives will be reached using the methods of statistical analysis and through investigation of primary and secondary data. The collected data will be analyzed by using SPSS software package version 20

The Objectives of the Study

- To study the Organization culture at Bikanervala
- To examine the relationship between Organization Culture and Job Satisfaction
- To study the impact of Organization culture on job satisfaction of employees at Bikanervala

Statements of Hypothesis

- $H0_1$: There is no significant difference between the job satisfaction of male and female employees
- H_1: There is significant difference between the job satisfaction of male and female employees
- $H0_2$: There is no significant relationship between job satisfaction and Organization culture
- H_2: There is a significant relationship between job satisfaction and Organization culture
- $H0_3$: There is no significant impact of Organization culture on job satisfaction of employees
- H_3: There is a significant impact of Organization culture on job satisfaction of employees

Table 1.Independent t-Testing

Independent t -Testing						
	Gender	N	Mean	Std. Deviation	t	Sig. (2-tailed)
JS	Male	61	62.8689	8.73208	.848	.399 (NS)
	Female	29	61.1034	10.21674		

Testing Hypothesis: For testing the Hypothesis following tests have been applied:

- Independent t-test
- Correlation
- Regression
- H_{01}: There is no significant difference on job satisfaction between male and female employees

Sharma B
J. Adv. Res. Humani. Social Sci. 2020; 7(4)

22

- H_1: There is significant difference of job satisfaction between male and female employees

The p-value is (0.399) for job satisfaction therefore, the difference between the two means is not statistically significantly different from zero at the 5% level of significance, which means that there is no significant difference on job satisfaction between male and female employees. Therefore alternative hypothesis is rejected.

H_{02}: There is no significant relationship between job satisfaction and Organization culture. H_2: There is a significant relationship between job satisfaction and Organization culture.

For testing Hypothesis 2 Correlation Testing has been applied.

Correlation Matrix N=90

*correlation is significant at the 0.05 level (2-tailed).

**correlation is significant at the 0.01 level (2-tailed).

Interpretation

The value of correlation between two variables Organization culture (all eight dimensions of OCTAPACE) and job satisfaction is 0P = 0.229, C = 0.213, T = 0.179, A = 0.210, P = 0.240, AU = 0.146, CO = -0.214, E = 0.223. The p value (calculated) is equal to OP = 0.03, C = 0.044, T = 0.92, A = 0.047, P = 0.023, AU = 0.170, CO = 0.043, E = 0.035, among these dimensions following dimensions are significant. (openness, confrontation, authenticity, proaction, collaboration, experimentation) because the p- value of these dimensions are less than the tabular value .i.e. 0.05. and rest of the dimensions are not significant (i.e trust, autonomy) because the p-value of these dimensions are more than 0.05. Therefore the null hypothesis is rejected and the alternate hypothesis is partially accepted.

- H_{03}: There is no significant impact of Organization culture on job satisfaction of employees
- H_3: There is a significant impact of Organization culture

Table 2. Descriptive Statistics

	Mean	Std. Deviation	N
JS	62.3000	9.21583	90
Openness	15.0889	2.58189	90
confrontation	15.2667	1.92441	90
Trust	14.8000	2.27937	90
authenticity	16.5000	1.59529	90
Proaction	16.9444	1.54601	90
Autonomy	15.6444	1.92740	90
collaboration	16.5889	1.60683	90
experimentation	15.8444	2.00511	90

Table 3. Correlations between Organization Culture and Job Satisfaction

		JS	Openness	Confro-ntation	Trust	Auth-enticity	Proaction	Autonomy	Colla-boration	Experim-entation
JS	Pearson Correlation	1	.229* (.030)	.213* (.044)	.179 (.092)	.210* (.047)	.240* (.023)	.146 (.170)	-.214* (.043)	.223* (.035)
OP	Pearson Correlation	.229* (.030)	1	.565** (.000)	.568** (.000)	.396** (.000)	.156 (.142)	.187 (.078)	.296** (.005)	.330** (.001)
C	Pearson Correlation	.213* (.044)	.565** (.000)	1	.443** (.000)	.337** (.001)	.043 (.689)	-.077 (.470)	.141 (.184)	.264* (.012)
T	Pearson Correlation	.179 (.092)	.568** (.000)	.443** (.000)	1	.244* (.20)	.099 (.354)	.237* (.025)	.238* (.024)	.399** (.000)
A	Pearson Correlation	.210* (.047)	.396** (.000)	.337** (.001)	.244* (.020)	1	.025 (.815)	.044 (.682)	.050 (.637)	.162 (.128)
P	Pearson Correlation	.240* (.023)	.156 (.142)	.043 (.689)	.099 (.354)	.025 (.815)	1	.325** (.002)	.018 (.867)	.291** (.005)
AU	Pearson Correlation	.146 (.170)	.187 (.078)	-.077 (.470)	.237* (.025)	.044 (.682)	.325** (.002)	1	.108 (.310)	.131 (.219)

23

Sharma B
J. Adv. Res. Humani. Social Sci. 2020; 7(4)

CO	Pearson Correlation	-.214* (.043)	.296** (.005)	.141 (.184)	.238* (.024)	.050 (.637)	.018 (.867)	.108 (.310)	1	.151 (.156)
E	Pearson Correlation	.223* (.035)	.330** (.001)	.264* (0.12)	.399** (.000)	.162 (.128)	.291** (.005)	.131 (.219)	.151 (.156)	1

Table 4.Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.469ᵃ	.220	.143	8.53309	.220	2.851	8	81	.008	1.861

a. Predictors: (Constant), experimentation, autonomy, authenticity, collaboration, proaction, confrontation, trust, openness
b. Dependent Variable: JS

Table 5.Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1661.001	8	207.625	2.851	.008ᵇ
	Residual	5897.899	81	72.814		
	Total	7558.900	89			

a. Predictors: (Constant), experimentation, autonomy, authenticity, collaboration, proaction, confrontation, trust, openness
b. Dependent Variable: JS

Table 6.Regression Analysis between Organization Culture and Job Satisfaction

Model B		Unstandardized Coefficients		Standardized Coefficients	t	Sig. Lower Bound	95.0% Confidence Interval for B	
		Std. Error	Beta				Upper Bound	
1	(Constant)	34.547	17.613		1.961	.053	-.497	69.591
	Openness	.439	.506	.123	.867	.388	-.567	1.444
	confrontation	.522	.608	.109	.859	.393	-.687	1.731
	Trust	.102	.522	.025	.196	.845	-.935	1.140
	authenticity	.620	.627	.107	.989	.325	-.627	1.867
	Proaction	.919	.648	.154	1.419	.160	-.369	2.207
	Autonomy	.423	.527	.089	.803	.424	-.626	1.472
	collaboration	-1.760	.596	-.307	-2.954	.004	-2.946	-.575
	experimentation	.532	.517	.116	1.028	.307	-.498	1.561

Dependent Variable: JS

Variables of the Hypothesis

- Organization culture: Statement number 1 to 40 measures the Organization culture
- Job satisfaction: Statement number 41 to 60 measures job satisfaction

Interpretation

The above Tables depicts that R square value of (0.220) indicates that 22% variation in job satisfaction is explained by organization culture at Bikanervala. Here f-value is (2.85) which is significant at 0.01.this means that final model significant improve the ability to predict the job satisfaction.

Findings of the Study

A Table representing results of hypotheses along with the 'P-Values' of their testing.

Findings

From the analysis it could be deduced that there was no difference of job satisfaction between the males and females employees of Bikanervala. The p-value is 0.399 for job satisfaction. Therefore, the difference between the two means is not statistically significantly different from zero at the 5% level of significance.

From the second hypothesis it can be seen that there

Sharma B
J. Adv. Res. Humani. Social Sci. 2020; 7(4)

24

was correlation between Organization culture(all eight dimension of OCTAPACE) and job satisfaction as the correlation value was O(0.030), C(0.044), T(0.92), A(0.047), P(0.023), A(0.170), C(0.043), E(0.035) among these most of the dimensions value lies between 0.25 to 0.75. This indicated that more the OCTAPACE Organization culture adopted by the employees at Bikanervala leads to increase in job satisfaction.

Table 7.Acceptance or Rejection of Hypothesis

S. No.	Hypothesis	P- Value	Result
1.	Job satisfaction among employees of Bikanervala	0.399	H_0 : Accepted H_1 : Rejected
2.	Relationship between Organization Culture (all eight dimension of OCTAPACE) and Job Satisfaction.	O(0.030) C(0.044) T(0.92) A(0.047) P(0.023) A(0.170) C(0.043) E(0.035)	H_0 : Rejected H_1 : Accepted
3.	Impact of Organization Culture on Job Satisfaction	O(0.38) C(0.39) T(0.84) A(0.32) P(0.16) A(0.42) C(0.00) E(0.30)	H_0 : Rejected H_1 : Accepted

These results reveal that the study variables correlate partially and significantly with one another at the significance O(0.030,) C(0.044), T(0.92), A(0.047), P(0.023), A(0.170), C(0.043), E(0.035) level. Besides, the correlation between Organization culture and job satisfaction is statistically significant at the 0.05 level of significance. Thus, the null hypothesis is rejected and the alternative hypothesis is partially accepted. This means a significant, correlation exists between organization and job satisfaction.

It was analyzed from the third hypothesis that there was a slightly significant impact of Organization culture on job satisfaction, which verified that null hypothesis was rejected and alternate hypothesis was slightly accepted.

Among Eight dimensions of OCTAPACE only collaboration has slightly impact on job satisfaction. The p-value=0.00 which is significant at 0.01and the correlation between the collaboration and job satisfaction is -0.30. Which means that there is more collaboration involve in the organization due

which the employees are more engaged towards team work. Which is the main reason of negative correlation value.

Limitations of the Study

* The questionnaire might have been filled without much attention to the questions due to lack of time by the respondents
* In case of Primary data, respondents were not very much interested in filling the questionnaire and sometimes it was difficult to contact or meet the respondents, because of their work schedules and personal reasons
* There may be biasness against some personal preferences and which would have led to unjustified responses from the respondents
* Personally contacting the respondents involved time and cost
* The alternate hypothesis was rejected in first hypothesis because of less sample size

Scope for further Study

The scope of extending the study in future:

* In this research, there is a lot of further scope for study. The researcher in this study has just considered the employees of Bikanervala. Also the area covered for the study was only the head office of Bikanervala (Delhi region)
* The sample size considered for the study, is just 90, an increase in sample size ultimately would increase the scope of study
* This study focus on today's turbulent, often chaotic environment commercial success depends on employees making use of their talents in full. The management can create the work environment in which their employees will thrive. This study will help the management to enhance the professional perception of the employees. The organization can identify the relationship existing between the superiors and subordinates. It encourage the resolve of the employees to change the negative behaviour pattern

Recommendation

* The top management must give the employees freedom to make employees down hierarchy to participate in decision making as this will improve the participation of the employees and belongingness towards the job
* Employee evaluation systems need to be transparent, employee driven, corporately supported and monitored. There is a need to align and integrate it with achievement of enterprise goals
* Open communication channels between managers and their subordinates enhance employee satisfaction, commitment and performance. Such communication channels are paramount during the change process to

25

Sharma B
J. Adv. Res. Humani. Social Sci. 2020; 7(4)

ensure participation and involvement

- Developing and building teams within organizations with the participants drawn from different operational units and imparting skills to enhance creativity, behavioural modifications, communication and divergent thinking skills will improve organizational productivity. Organizations should foster "knowledge culture" through the creation of knowledge environment

- The organizations should promote collaboration in an organization as it fosters efficiency and productivity of employees. The organizations should be proactive instead of being reactive as it helps in better problem solving

- Organization should move to team - building interventions like creating Cross- Functional teams which will promote more communication amongst members of the organization

- Organization should consider about introducing QWL programs and Quality Circles to develop the sense of belongingness and responsibilities amongst employees

- Organization should promote more of Informal Communication structure to improve the inter-personal relations amongst employees

- There should be more of systematic implementation of policies, considering the pros and cons

- Regular and healthy discussions should be facilitated between superiors and subordinates and supervisors should act as the counsellors or mentors to employees in the area where they are falling behind of other team members

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