

**ANALYSIS OF IMPACT OF SUPPORTIVE ORGANIZATIONAL CULTURE  
ON THE LEVEL JOB SATISFACTION WITH REFERENCE TO EMPLOYEES  
WORKING IN CEMENT INDUSTRY OF RAJASTHAN**

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**ABSTRACT**

Development of cement Industry in a state like Rajasthan has shown tremendous growth as compared to any other state. This research paper particularly focuses on analyzing the effect of organizational culture on employee retention rate. The research was based on primary as well as secondary data collection. The primary data has been collected from various organizations within the territorial limits of Rajasthan. The data was collected through distributing questionnaire & observing the employees while interviewing them on the basis of the questionnaire. The sample size of the research was 200 employees. Out of which 17 were rejected due to incomplete information filled on questionnaire. The statistical analysis of the questionnaire proved that organizational culture has significant impact on job satisfaction & retention rate of employees.

**KEYWORDS:** Organizational Culture, Job Satisfaction, Employees, Retention

**INTRODUCTION**

For any organization to be successful it is very essential to have good organizational culture. The organizational culture is the backbone of the development of any organization. The culture has tremendous impact on the level of job satisfaction and employee retention. If the culture is flexible & can provide growth environment to the employees they tend to be comfortable in their jobs and would stay for longer time in the organization, they may not opt for job hopping. The organization too can grow only if it has committed workforce. Satisfied employees are productive employees and productive employee in-turn creates successful organizations. "Organizational Culture has a strong impact on employees retention rate (Sheridan 1992)".

Although there have been many research done on organizational culture and Job satisfaction there is no such direct relationship between employee performance & in-turn employee retention. Various studies have delivered contradictory relationship between organizational culture, job satisfaction and employee retention. Hence there is a need to conduct research to fulfill this gap.

This research paper is directed on analyzing the impact of organizational culture on job satisfaction and employee retention. The study will enlighten the effect of inefficient organizational culture on employee job satisfaction and retention rate. This study will provide ways to overcome the issues in current organizational practices.

## OBJECTIVES OF THE STUDY

- To investigate the impact of organizational culture on employee retention
- To investigate the impact of organizational culture on employee job satisfaction.
- To investigate the impact of organizational culture on organizational performance.

## LITERATURE REVIEW

According to Azhar (2003) organizational culture is the combination of assumptions that are shared in common by each members of an organization and are often unstated. Schein (2004) as a pattern of shared assumptions that have been accepted by a group of individuals as to solve their problems.

K. Rajam et-al, 2013 explored the Study on Job Satisfaction of Employees, objective of the study was to study the workers perception about the organization and job; to determine whether they are satisfied with the working condition and to identify which factor influences the job satisfaction of employee. Discussed that a highly satisfied worker has both better physical and mental wellbeing thus, Job satisfaction is very important because most of people spend a major portion of their life in the working place. Discussed that in this global world, job satisfaction has been an important issue. For the smooth running of an organization the man power must be duly motivated and mobilized by way of rendering regular welfare services. For the research methodology a sample design of 100 respondents was taken for the study. The various dimensions taken for the study were salary satisfaction, working condition, social security schemes, welfare measures, sales promotion, and trade promotion. Primary and secondary data were used in the study. The primary data were collected by distributing questionnaire.

The secondary data has been collected from the various books, journals, magazines, existing records and internet etc. Collected data were analysed through following statistical tools like percentage analysis, chi-square test, ANOVA (t-test; f -test), Chi-square test, mean, S.D. Findings showed no significant difference between dependent variable (job satisfaction )and independent variable (factors), through the findings it was clear that the level of satisfaction of employees on the job was good. It showed that job satisfaction strongly influenced the productive efficiency and increased the effectiveness by making the employees more participative with the immediate superiors and training programmes. Suitable suggestions were provided to further improve job satisfaction level and to motivate them in their job. Limitations of the study were that the researcher found it difficult to gather the information because most of the workers were not highly educated. And even the research study was based on the available information provided by the workers. Workers satisfactions level revealed that employees were satisfied on majority of the factors; there was no significant difference between respondent's response on variables and their overall satisfaction. Hence finally authors concluded that the satisfactions level of employees was highly satisfied on majority of the factors.

There are numerous reasons why employees may decide to quit their jobs like poor hiring strategies, managerial style, lack of recognition, compensation system and work environment etc Abassi et al. (2000).

Arvind Hans et-al, 2013 presented a study on job satisfaction, Study was extended to report the effect of demographic variables such as Age, Gender, Years of experience and sectors on Locus of Control and Job Satisfaction among the middle level management. Discussed the Concept of Locus of Control and Job Satisfaction. The study provided

a foundation in exploring the impact of locus of control on job satisfaction of employees. A Descriptive research design was used for this research based on adoption of survey method. The total sample size was 100 middle level management employees from 25 companies, Pilot study has been done among fifteen members and then 100 questionnaires were distributed among middle level, the Organizational Job satisfaction scales were also used. Proportionate stratified random sampling and Probability sampling method was chosen for study. 100 questionnaires were received by the respondents where Supervisors and managers were essentially considered as middle level management employees. For Data Collection Method(s), both primary and secondary data were used. The Primary Data was collected through two structured Questionnaires with coupled six point Likert scale, for the Secondary Data, the information were collected through Internal sources, books, research journal, articles, internet and many more other official sources and records. Further, the data collected from the sample were analyzed by using descriptive statistics from the statistical tools. To collect the data following eight sectors were selected like: Tourism sector; Banking and investment sector; Oil and Gas sector; Service sector; Industry sector; Energy sector; Transport, Aviation and port sectors; and Exhibition. Result indicated that the middle level management employees in the organizations were primarily driven by internal locus of control and most of the employees in the sector scored low in job satisfaction scale.

The findings revealed that as through the demographic factors, based on Gender- Male employees were found dissatisfied with their job based on age, the Middle level employees at all age group were found dissatisfied, based on experienced, the most experienced employees were found dissatisfied and finally based on sector, all sectors of middle level management had an internal locus of control since they scored high in individual control. Thus the result indicated that the middle level management employees in the organizations were primarily driven by internal locus of control and most of the employees in the sector scored low in job satisfaction scale. Researchers suggested that the further study can be done on a large sample size for better understanding of job satisfaction and locus of control, even the study of locus of control and job satisfaction can be carried out at different levels like Top level and Primary level; research can also be conducted on various ministries to see the effects of locus of control and job satisfaction on middle level management. As the middle level management employees were driven by internal locus of control they had high score in the individual control and low score in chance control. Thus, finally the authors concluded that the employees were found dissatisfied with their jobs as they scored less in level of satisfaction.

Job satisfaction represents one of the most complex areas facing today's managers when it comes to managing their employees. Many studies have demonstrated an unusually large impact on the job satisfaction on the motivation of workers, while the level of motivation has an impact on productivity and hence also on performance of business.

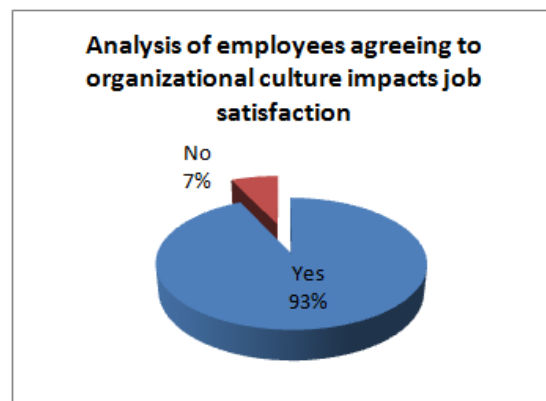
## **DATA ANALYSIS**

The impact of organizational culture on employee retention-



**Figure 1**

The impact of organizational culture on job satisfaction-



**Figure 2**

The impact of organizational culture on performance-



**Figure 3**

Support of top management in enhancing organizational culture-

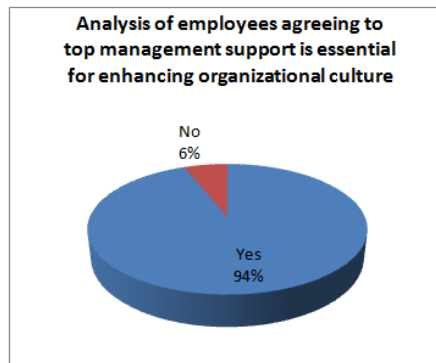


Figure 4

Support of employees in enhancing organizational culture-

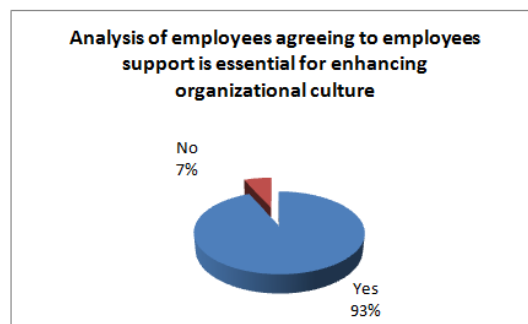


Figure 5

Interlined behavior of organizational culture, job satisfaction and employee retention rate-

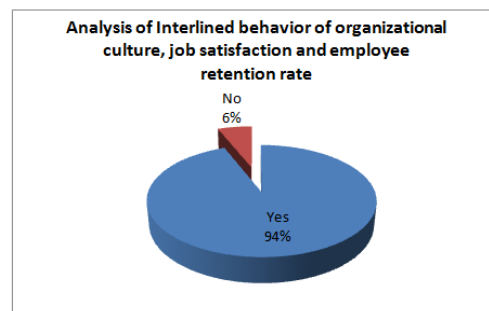


Figure 6

## CONCLUSIONS

Every employee has varied perceptions about their jobs and organizations. Organizational culture has a profound impact on employee job satisfaction and retention rate. On the basis of this research we can state that there is direct relationship between organizational culture and employee job satisfaction and employee retention rate. With a healthy organizational culture we can assure to enhance the productivity of organization as whole. Through this study it can be observed that the affirmative relationship between organizational culture and job satisfaction, employee retention will strengthen the organization to become more productive and performance oriented. Productive employees create productive organizations and productive employees can be achieved via good organizational culture in which employees are satisfied with their jobs and tend not leave their companies.

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