

## **“A Study of Impact of Organizational Culture on Job Satisfaction on the Teaching Staff Working in Business Schools in Pune City”**

**Nandini M. Deshpande**

Assistant Professor in Commerce Sinhgad College of Arts & Commerce, Narhe, Pune, MS, India

---

### **Abstract**

Culture is a total civilization of the society. It depends on certain values, norms and positive attitudes of people. New culture makes people knowledgeable. The cause of all causes of organizational functions is the culture. It creates, sustains and develops the knowledge of organization. The cause of culture is knowledge and cause of knowledge is culture. Thus only a cultured and devoted people can acquire adequate knowledge for the development of the organization. Culture refers to the social context within which humans live. It affects the very nature of organizations in which people work, and how individuals perceive and respond to the world.

Organizational Culture is the newest perspective in organizational theory. It is at the same time both a radical exit from the mainstream of contemporary organizational behaviour studies, and a continuation and elaboration of long-established traditions. Job satisfaction relates to one's feeling towards one's job. It can be inferred but not seen. It is a set of favourable or unfavourable approach with which employees observe their work. It is the amount of pleasure or gladness associated with a job. Satisfaction in one's job means increased commitment in the fulfillment of formal requirements. There is greater eagerness to devote personal energy and time in job performance.

**KEYWORDS:** Culture, Organizational Culture, Job Satisfaction, Business schools.

---

### **Introduction of Organizational Culture and Job Satisfaction**

Organizational culture is unseen power, belief, common opinions and understandings of the organization. The experience and manner of performing the functions of an organization are organizational culture. People are guided to decide what is right or what is wrong.<sup>1</sup> Most organizational culture has traditionally been implicit rather than explicit. Most recently, though, organizations have begun talking about their intended cultures, and many top leaders see one of their major roles as speaking out about the kind of environment they would like to create within their firms. It totally focuses on its administrative activities and drives it carefully until and unless it achieves it. This uniformed way of behaviour is communicated to the new members also so that they can mould themselves according to the requirements of their organization and help other members to reach their ultimate goals.

The term job satisfaction was introduced by Hoppock (1935). He reviewed 35 studies on job satisfaction conducted prior to 1933 and found that job satisfaction is a blend of

psychological, physiological and environmental situation that cause a person to say, “I am satisfied with my job.”

Job satisfaction is a process which is generally acquired over a course of time as an employee gains more experience. Satisfaction is vibrant and may decline faster than it developed. It is the amount of pleasure or satisfaction related with a job. Like other attitudes, job satisfaction consist of emotional, informational, and be-variety of sources, and can serve a number of functions for the individual. Job dissatisfaction does mean lack of motivation at work.

### **Review of Literature**

**Singh, T., & Sundaray, B. K. (2012)**, in their study examined job satisfaction level of executives in private and public sector business organizations. The sample for the study consisted of 75 executives from both these sectors. It was found that job satisfaction is not a single factor but consists of nine aspects. The private sector executives have the highest level of job satisfaction as compared to public sector executives on the basis of nature of work they are engaged in, followed by communication, supervision, co-workers, promotion, contingent rewards, pay, fringe benefits and operating condition dimensions. Further it also came to know that the relationship with co-workers is an important aspect of job satisfaction and not the pay structure.

**Pepe, M. (2010)**, in his study investigated the relationship between extrinsic motivational factors such as perceived supervisor support and job satisfaction, organizational commitment and the intent to leave with a sample of 46 managers and clerical support staff in a supermarket retailer. It was found that job satisfaction is important in measuring the intent to turnover and is constantly found to be negatively related to intent to leave. Job dissatisfaction stimulates thoughts of leaving, which leads the individual to evaluate the expected utility of search, intention to search, the search itself, evaluation of alternatives, intention to quit, and finally the withdrawal decision and behaviour. It was found that job satisfaction is an attitudinal cause of commitment and is therefore, important to the study of organizational commitment and turnover.

### **Introduction of Business Schools**

The Government of India has liberalized the business education in 1990s, which has resulted in a rapid growth of business schools offering the programmes both at graduate & undergraduate levels. Indian business schools are almost a replica of US business education particularly in the area of pedagogy, curricula, industry interface and academic research models, but it is observed that Indian business schools are struggling hard to introduce several adaptations because of differences in the work culture system. Owing to the intense competition at the global level, lot of changes is taking place in the industries. In turn there is a need to make the changes in the business education system all over the world. India is no exception to it; but the pace is very slow. Now time has come to take a detailed review and to investigate the various challenges and issues which are being faced by these business schools for enhancing the quality of management education in the country.

### **Objectives of the Study**

1. To study the organizational culture and job satisfaction prevalent in the business schools in Pune city.
2. To evaluate the impact of organizational culture on the job satisfaction of the teaching staff working in business schools in Pune city.

### **Hypotheses of the Study**

1. There is no significant effect of organizational culture on the management support of the teaching staff working in business schools in Pune city. i.e.  $\beta=0$
2. There is no significant effect of organizational culture on the working environment of the teaching staff working in business schools in Pune city. i.e.  $\beta=0$

### **Research Methodology**

In order to study the objectives developed for the study, an exploratory survey research design is used. A questionnaire was designed to find out the organizational culture existing in these business schools, the level of job satisfaction among the teaching staff and the impact of organizational culture on the job satisfaction of the teaching staff.

A pilot study was conducted to test the questionnaire on a group of 40 teaching staff of business schools. The questionnaire was then changed on the basis of the results to make it more reliable. Many questions were deleted as they were found to be similar with other questions. The instrument was tested for its reliability using coefficients (Cronbach's Alpha). The alpha value for the questionnaire on organizational culture was found to be 0.891 and for job satisfaction the alpha value was found to be 0.936 which is considered to be highly reliable.

### **Sample Size**

The number of recognized management institutions during the year 2015-16 is 64 with an intake of 458 teaching staff in business schools in Pune city.

The sample size for the study consisted of 150 teaching staff from 25 business schools by using simple random sampling method. The questionnaires were administered to all the 150 teaching staff of 25 business schools and were collected. Out of 150 filled in questionnaires, 44 questionnaires were rejected due to incomplete and improperly filled. The final questionnaires consisted of 106 respondents.

### **Sampling Method Used**

In the study a convenient sampling method was used for the teaching staff.

### **Geographical Area of Research**

The study has been focused on the teaching staff of business schools in Pune city.

## Data Collection

The different primary and secondary sources including books, journals, and thesis in various organizations was studied to prepare the basis for this research. The obtained data was then analyzed in the light to support the basis of the research.

### Sources of Data Collection

The researcher used two tools employed in a qualitative research. These tools are:

#### A) Primary Sources

- **Interviews** – The researcher personally interviewed well- known scholars in the related scope of research.
- **Observation** – The researcher personally observed the teaching staff working in the selected business schools in Pune city.
- **Questionnaire** –The primary data was collected through structured questionnaire. The researcher had collected the questions from the Model developed by Mudgil, Y., Muhar, I.S., & Bhatia, P., National Psychological Corporation, Agra, India. And Organizational Culture Model developed by Schein, E.H.(2004), Organizational Culture and Leadership, Jossey-Bass, San Francisco, CA and self administered questions for the teaching staff of business schools in Pune city.

#### Secondary Sources

- The researcher first concentrated on the original books on commerce and business administration and the newly developed theories and ideas of the well- known scholars in the field.
- The researcher collected the published data from various sources such as government publications for business and trade, foreign business publications, technical and trade journals, business magazines, reports and publication of various associations connected with business and industry, reports prepared by research scholars, universities & economists, public records and also used the most trusted online journals and articles.

## Statistical Tools / Instruments Used

- For clarification on the working hypotheses, appropriate and apt quantitative statistical tests were applied. All the data analysis was carried out by using ‘Statistical Package SPSS Version 20’. In the study Mean, Standard Deviation, Correlation, Linear Regression, were used to test the hypotheses and described the present situation of the organizational culture and job satisfaction in the business schools of Pune city.

## Data Collection Tools

The structured questionnaire was divided into three sections: - Section A, and Section B.

- **Section A** contains questions which are related to name, age, gender, marital status, contact no., name of the institution, address of the institution, employee status, designation, educational qualification, working experience and current monthly income.
- **Section B** contains 16 questions which are related to job satisfaction which is further sub-divided into 8 sub parts on the following criteria's:
  - a) Management Support : with 8 questions
  - b) Working Environment : with 8 questions

This questionnaire was used to measure organizational culture and job satisfaction on five

point likert scale, where:

1. Denotes Strongly Disagree
2. Denotes Disagree
3. Denotes neither Disagree nor Agree
4. Denotes Agree and
5. Denotes Strongly Agree

### Analysis of Data

Below are the different Tables which demonstrate the analysis performed in the present study.

#### A. Management Support

The Table No. 1.1 gives the frequency distribution of the Management Support as rated by the respondents in percentage.

**Table No. 1.1**  
**Showing Percentage Analysis of Management Support**

Management Support	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree
Management sympathetically listen to me	2.9%	12.1%	21.4%	53.9%	9.7%
Management appreciate my academic knowledge	1.9%	13.1%	15.0%	57.3%	12.6%
I have cordial relationship with management	1.5%	9.7%	14.1%	57.8%	17.0%

Management provides me with adequate medical facilities	3.4%	18.9%	24.8%	43.7%	9.2%
I am free to discuss my problem with management	1.9%	12.6%	18.4%	56.8%	10.2%
I have informal communication with management	3.4%	21.4%	18.9%	51.0%	5.3%
Management is not full of bureaucracy	1.5%	18.4%	29.1%	44.7%	6.3%
Management allows me to involve in decision making process along with directors	1.9%	20.4%	25.7%	39.8%	12.1%

**Source:** Questionnaire

From Table No. 1.1 it is inferred that most of the respondents found that management sympathetically listened to them and also discussed with them regarding their problems. The management also appreciated them for their academic knowledge and contribution. The management had cordial relations with them. Most of the respondents had informal communication with the management.

**B. Working Environment**

**Table No. 1.2**  
**Showing Percentage Analysis of Working Environment**

Working Environment	Strongly Disagree	Disagree	neither Disagree nor Agree	Agree	Strongly Agree
The overall working condition in my department is satisfactory	0.5%	4.9%	16.0%	64.6%	14.1%
The seating arrangement for the students in the classroom is not inadequate	16.0%	21.4%	14.6%	39.8%	8.3%
I do not feel uncomfortable in classroom	6.3%	12.6%	12.1%	50.5%	18.4%

Organization has proper mechanism for maintaining discipline for the faculty	0.5%	2.9%	20.4%	57.3%	18.9%
The organization has rest room facility	3.9%	17.0%	19.4%	45.6%	14.1%
The organization has proper drinking facility	2.9%	4.4%	12.1%	57.8%	22.8%
The faculty may be facing problem in college for want of staff quarters	4.4%	14.1%	41.3%	31.6%	8.7%
It is not difficult to maintain discipline in class-room	1.0%	6.8%	17.0%	57.8%	17.5%

**Source:** Questionnaire

### Finding

From Table No. 1.2, interpretation is drawn that most of the respondents found the overall working conditions in their department were satisfactory and had proper mechanism for maintaining discipline for the faculty. Their organizations also had proper drinking facility. It was also found that most of the respondents do not feel uncomfortable and faced no problems in maintaining discipline in their class-rooms.

In order to evaluate the impact of organizational culture on job satisfaction and its subparts, correlation and simple linear regression were calculated.

#### (a) Organizational Culture and Management Support

In order to find the impact of Organizational Culture on Management Support, first correlation between the two was found and after that linear regression was calculated. Karl-Pearson correlation gave the linear correlation between the two variables which is given in Table No. 1.3

**Table No. 1.3**

**Showing Descriptive Statistics and Correlation table for Organizational Culture and Management Support**

Variable	Mean	Std. Deviation	N	Pearson Correlation	P value of correlation
Management Support	3.5079	.69571	206	.427	0.000
Organizational Culture	3.9273	.34627	206		

**Source:** Questionnaire

In the Table No. 1.3,  $r = .427$ ,  $p$  value  $(0.000) < 0.05$ ,  $n = 206$

### Conclusion

From the Table No. 1.3, it is clear that correlation is positive and significant, which means that there is a positive correlation between the Organizational Culture and Management Support.

In order to evaluate the relation between the two, a simple linear regression was estimated, where Organizational Culture is an independent variable and Management Support is a dependent variable.

**Table No. 1.4**

**Showing Coefficients and  $R^2$  of Organizational Culture and Management Support**

Model		Unstandardized Coefficients		t	Sig.	R Square
		B	Std. Error			
1	(Constant)	.137	.501	.273	.785	.182
	Organizational culture	.858	.127	6.748	.000	

Dependent Variable: Management support

**Source:** Questionnaire

The Table No. 1.4 gives the regression coefficient and R square. The predicted regression equation is **Management Support = 0.137 + 0.858 Organizational Culture**.

### Conclusion

From the Table No. 1.4, the relation explained between Organizational Culture and Management Support is 18.2 per cent. Since the relation is positive, this means that there is an increase in Management Support for every 0.858 units of Organizational Culture.

**1. Hypothesis  $H_{01_1}$ :** There is no significant effect of Organizational Culture on the Management Support of the teaching staff working in business schools in Pune city. i.e.  $\beta = 0$

### Conclusion

From the Table No. 1.4, it is clear that the  $t$  value is 6.748 and  $p$  value 0.000 which is significant, hence the null hypothesis is rejected, and which means that Organizational Culture has a positive impact on Management Support.

**(b) Organizational Culture and Working Environment**

In order to find the impact of Organizational Culture on Working Environment, first correlation between the two was found. Karl-Pearson correlation gave the linear correlation between the two variables which is given in Table No. 1.5

**Table No. 1.5**

**Showing Descriptive Statistics and Correlation table for Organizational Culture and Working Environment**

Variable	Mean	Std. Deviation	N	Pearson Correlation	P value of correlation
Working Environment	3.6195	.43762	206	.306	0.000
Organizational Culture	3.9273	.34627	206		

**Source:** Questionnaire

In the Table No. 1.5,  $r = .306$ ,  $p$  value  $(0.000) < 0.05$ ,  $n = 206$

**Conclusion**

From the Table No. 1.5, the correlation is positive and significant, which means that there is a positive correlation between the Organizational Culture and Working Environment.

In order to evaluate the relation between the two, a simple linear regression was estimated, where Organizational Culture is an independent variable and Working Environment is a dependent variable.

**Table No. 1.6**

**Showing Coefficients and  $R^2$  of Organizational Culture and Working Environment**

Model		Unstandardized Coefficients		t	Sig.	R Square
		B	Std. Error			
1	(Constant)	2.102	.332	6.329	.000	0.093
	Organizational culture	.386	.084	4.586	.000	

Dependent Variable: Working environment

**Source:** Questionnaire

The Table No. 1.6 gives the regression coefficient and R square. The predicted regression equation is **Working Environment = 2.102 + 0.386 Organizational Culture.**

### **Conclusion**

From the Table No. 1.6, the relation explained between Organizational Culture and Working Environment is 9.3 per cent. Since the relation is positive, this means that there is an increase in Working Environment for every 0.386 units of Organizational Culture.

**2. Hypothesis H<sub>01\_2</sub>:** There is no significant effect of Organizational culture on the Working Environment of the teaching staff working in business schools in Pune city. i.e.  $\beta=0$

### **Conclusion**

From the Table No. 1.6, it is clear that the t value is 4.586 and p value 0.000 which is significant, hence the null hypothesis is rejected, and which means that Organizational Culture has a positive impact on Working Environment.

### **Recommendations**

On the basis of primary data and secondary research the following recommendations are recommended:

1. The management should try for open discussion with the staff regarding various options available, which will in turn help the staff to achieve the healthy work-life interaction.
2. To create favourable work conditions for the institution. Guide the employees to communicate effectively, build good interpersonal relations within the institution, in order to have a good environment.
3. To ensure right - sizing strategy within the organization where there is a shortage of employees and train them up appropriately for future positions.

### **Conclusion**

Thus organizational culture envelopes each of us, and touches every aspect of our lives. It is a way of thinking, feeling, believing, behaving and includes beliefs, values, knowledge, art, morals, laws, customs, habits, language and dress. It is transmitted by society and teaches us to share certain core values that help to shape the personality of the individuals within a culture.

### **References**

1. Mishra, M. N. (2005). Organizational Behaviour through Indian Philosophy, Himalaya Publishing House, Mumbai, First Edition, Pg. 532.
2. Tosi, H. L., & Mero, N. P. (2003). Fundamentals of Organizational Behaviour - What Managers Need To Know, Blackwell Publishing Ltd., United Kingdom, Pg. 115.
3. Fincham, R., & Rhodes, P. (2005). Principles of Organizational Behaviour, Oxford University Press Inc., New York, Fourth Edition, Pg. 527.

4. Ellis, S., & Dick, P. (2000). Introduction to Organizational Behaviour, Mc Graw Hill Publishing Company, New Delhi, Pg. 147.
  5. Gupta, P. K. (2001). Corporate Strategic Management, Everest Publishing House, Pune, Pg. 146.
  6. Pareek, U. (2007). Understanding Organizational Behaviour, Oxford University Press, New Delhi, Second Edition, Pg. 72 - 73.
  7. Wilson, F. M. (2010). Organizational Behaviour and Work - A Critical Introduction, Oxford University Press, New York, Third Edition, Pg. 219.
  8. Hopkins, B. (2009). Cultural Differences and Improving Performance - How Values and Beliefs Influence Organizational Performance, Gower Publishing Limited, Great Britain, Pg. 17.
  9. Cherunilam, F. (2004). Business Environment Texts & Cases, Himalaya Publishing House, New Delhi, Fifteenth Edition, Pg. 125 - 126.
  10. Brown, A. D. (1998). Organizational Culture, Financial Times Pitman Publishing, Great Britain, Second Edition, Pg. 5.
  11. Cameron, K. S. (1999). Diagnosing and Changing Organizational Culture, Addison - Wesley Publishing Company, Inc., United States of America, Pg. 15.
  12. Mishra, M. N. (2005). Organizational Behaviour Through Indian Philosophy, Himalaya Publishing House, Mumbai, First Edition, Pg. 532.
  13. Newstrom, J. W. (2007). Organizational Behavior, Tata McGraw-Hill Publishing Company Limited, New Delhi, Twelfth Edition, Pg. 88.
  14. Brown, A. D. (1998). Organizational Culture, Financial Times Pitman Publishing, Great Britain, Second Edition, Pg. 7.
  15. Shukla, M. (2002). Understanding Organizations - Organizational Theory and Practice in India, Prentice - Hall of India Private Limited, New Delhi, Third Edition, Pg. 153.
  16. Gupta, P. K. (2001). Corporate Strategic Management, Everest Publishing House, Pune, Pg. 23.
  17. Bedekar, N. (2011). Shaniwarwada was centre of Indian politics, Daily News and Analysis,  
[www.dnaindia.com](http://www.dnaindia.com).
  18. [www.maharashtratourism.gov.in](http://www.maharashtratourism.gov.in)
  19. Bhardwaj, P.C. (2007). Glimpses of Maharashtra, ABD Publishers, Jaipur, Pg.55 - 57.
  20. Nalawade, S.B. (2007). Geography of Pune Urban Area. [www.ranwa.org/](http://www.ranwa.org/)  
[www.punealive.org](http://www.punealive.org)
-