A detailed Study on Organization Culture, Job Satisfaction and Employee Relation

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Abstract

This paper gives the knowledge on how the human resource division of an organization operates and coordinates its activities to ensure smooth functioning of the organization at all levels by ensuring right numbers of people are available at the right time to do the right job. It discusses how Shahi Exports handles its employees with value and empowerment to ensure they are motivated to give their best to the organization. As you know happy workers are productive workers and productive workers are likely to be happy. Employee job satisfaction is essential to face the dynamic and ever-increasing challenges of maintaining productivity of the organization by keeping their workforce constantly engaged and motivated. This paper outlines the employee’s opinion about work place, pay and benefits and also helps in studying and analyzing the various factors affecting the job satisfaction.

Keywords: Organization Culture, Job Satisfaction, Employee Relation.

INTRODUCTION

Human resources (HR) are the department within a business that is responsible for all things worker related. That includes recruiting, selecting, hiring, on boarding, training, promoting, paying, and firing employees and independent contractors. Human Resources is also the function in an organization that deals with the people and issues related to people such as compensation and benefits, recruiting and hiring employees, on boarding employees, performance management, training, and organization development and culture.

The organizational culture influences the way people interact, the context within which knowledge is created, the resistance they will have towards certain changes, and ultimately the way they share (or the way they do not share) knowledge. Organizational culture represents the collective values, beliefs and principles of organizational members. Organizational culture is a
system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people.

The values and behaviors that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, and values that hold it together, and is expressed in its self-image, inner workings, interactions with the outside world, and future expectations. It is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in

1. The ways the organization conducts its business, treats its employees, customers, and the wider community,
2. The extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
3. How power and information flow through its hierarchy, and
4. How committed employees are towards collective objectives.

It affects the organization's productivity and performance, and provides guidelines on customer care and service, product quality and safety, attendance and punctuality, and concern for the environment.

**Job satisfaction** is defined as the extent to which an employee feels self-motivated, content & satisfied with his/her job. Job satisfaction happens when an employee feels he or she is having job stability, career growth and a comfortable work life balance. A satisfied employee is always important for an organization as he/she aims to deliver the best of their capability. Every employee wants a strong career growth and work life balance at workplace. If an employee feels happy with their company & work, they look to give back to the company with all their efforts.

**Causes of Job Satisfaction**

- Experience: The experience an employee receives from various components of the work environment will influence his/her attitude towards them. Suppose a job is monotonous
and not exciting, then the employee is likely to get dissatisfied with it. There are many organizations which invest a large sum in making it more interesting and challenging so that it actively engages the employees and their satisfaction level would be high.

- **Association:** Association plays a dominant role in job satisfaction, in the sense that if the current job of the employee is similar to the one he has done in the past, then he may derive satisfaction level of his previous job to the present one.

- **Social Learning:** In an organization, people work in groups and interact with them regularly, either formally or informally, which has a great impact on the level of their satisfaction. Employees whose job is similar communicate with one another and tend to develop the same feelings for job elements like the work itself, pay, working conditions, rules, supervisor, manager, etc. Suppose if someone says that This job is tedious and unchallenging, everyone in the group agrees to it and develop similar attitude.

- **Heredity:** A genetic predisposition is important in the context of job satisfaction as people. According to research, about 30 percent of the job satisfaction is based on the heredity components.

- **Managers** can measure job satisfaction of a worker by observing their behavior, interviewing and distributing questionnaires, to get the information properly.

The term 'employee relations' refers to a company's efforts to manage relationships between employers and employees. An organization with a good employee relations program provides fair and consistent treatment to all employees so they will be committed to their jobs and loyal to the company.

**Elements of a Good Employee Relations Plan**

An effective employee relations program starts with clearly written policies. Employee relations policies describe the company's philosophy, rules, and procedures for addressing employee-related matters and resolving problems in the workplace. Many companies have one or more employee relations representatives, people who work in the human resources department to ensure that company policies are followed fairly and consistently. Employee relations representatives work with employees and supervisors to resolve problems and address concerns.
An employee relations program is not a one-size-fits-all solution. Strategies for good employee relations can take many forms and vary by a number of factors, including industry, location, company size, and even individual leadership philosophies. For example, issues that concern construction workers on the job can be very different from the problems facing nurses or accountants. Nevertheless, there are some elements that all good employee relations programs share.

**OBJECTIVE OF STUDY**

- To assess the general attitude of the employees towards Shahi Exports.
- To identify the role and impact of organizational culture in driving employee engagement.
- To know how employee’s opinion about work place, pay and benefits.
- To study and analyses the various factors affecting the job satisfaction level.

**SCOPE OF STUDY**

In the survey an attempt has been made to analyze the culture of the organization, job satisfaction and employee relation of Shahi Exports Pvt Ltd. This research helps in knowing that the workers of the organization are satisfied or not satisfied with overall activities of the organization. The study also tries to understand the satisfaction among the employees of Shahi Exports Pvt Ltd. These are the major topics on which research is based:

1. Salary and monetary benefits
2. Job security
3. Promotion policy
4. Working environment
5. Employees participation in management
6. Freedom of expressions
7. Knowledge about various committees
8. Nature of job
9. Interest taken by superiors
10. Superiors and sub-ordinate relationship
11. Knowledge about Employee Handbook

COMPANY PROFILE

Shahi was established in 1974 by Mrs. Sarla Ahuja, who began her journey as a sewing machine operator in a factory. From its humble origins, the family-owned company has grown to become India’s largest apparel manufacturer and exporter. We now operate 65 state-of-the-art manufacturing facilities across 9 Indian states with a diverse workforce of over 100,000 people. Our vertically integrated operations, diversified product range, and a strong commitment to ethical operations and environmental sustainability have established Shahi as one of the most preferred garment manufacturers in the world.

1) **Since 2008,** Shahi has been awarded Highest Global Exports (Gold Trophy) by ApparelExport Promotion Council (AEPC).
2) **In 2013,** Largest Exporters of Garments Honor Award by Ministry of Textiles.
3) **In 2014,** Excellence in Sustainability Award by H&M
4) **In 2015,** Award for Resource Conservation by Sweden Textile Water Initiative.
5) **In 2017,** “Best Performing Training Partner” (Category B) under DDUGKY by the Ministry of Rural Development of India.

Capabilities–

- Spinning
- knitting & processing
- weaving & processing
- garmenting, design
- internal laborator
LITERATURE REVIEW

Mohammed Inuwa (2015), his study was related to employee performance adopts few variables in their studies, for instance, many studies concentrate on job satisfaction and performance while ignoring other important aspect like job attitude and equity. Therefore study adopts the combination of job satisfaction, job attitude and equity as the independent variable to employee performance from previous empirical and theoretical studies. Furthermore, the study will make managers and organizations to further recognize the significance of employees in the workplace and ensure that employees are satisfied with their jobs through just and fair treatment that will bring about positive job attitude. However, one of the limitations of the study is that it did not adopt any empirical measures to weigh the reliability and validity of the findings.

Girivas Vaidyanathan and Uma Maheshwari T (2016), Employees form the integral part of an organization. To stay competitive a company will have to keep its employees fully involved in everything that is happening towards their business outcomes. Every employee in the company will have to be committed, motivated and enthusiastic about working for the company and its goals. There has to be a meaningful intersection between what the company is expecting from the employee and what the employee is expecting from the company. For more than a decade now, every organization is interested to know how much their employees are engaged to its cause the term employee engagement may be recently used, but its fundamentals are quite known, researched and established and has existed time immemorial. This paper is an effort to understand this term, its benefits and its importance.

Dr.T.Mangaleswaran and Mrs. Kirthiga Kirushanthan (2015), Human resource professionals and consultants use job descriptions and job specifications as basic building blocks for many human resource (HR) functions, including recruitment and hiring, performance evaluations, and salary ranges. Some organizations not maintain the job description and job specification. They don’t know importance of them. This research explore whether they practice, how to maintain the job descriptions & job specifications, what is the content of the job description and specification in the selected Sri Lankan organization. This study demonstrated that the job specifications and job descriptions look different from one another jobs of selected
18 organizations in Sri Lanka. The researcher collected response from 18 organizations. The main tool of the study was interview guidelines. The data collected from the Owners or HR Managers of the organization via Interview. The secondary data also collected via review of the job analysis information. The Qualitative analyses were conducted. This study reveals that organizations practice job description and specification at different level based on the organization size and type.

Ms.V.Kalaiarasi, Dr.S.Sethuram (2017), Organization culture is widely considered to be one of the most significant factors of organization variables. Every organization has its unique organization culture to differentiate them from others and the culture reflects the behavior of employees in organization. The challenge of today’s managers is managing diverse cultures work force employees from which have significant influence on the behavior at work, managerial practices, organizational effectiveness and efficiency. Our analysis provides a blueprint to guide future research and facilitates knowledge accumulation and creation concerning the organizational performance impacts of organization culture. Upon examining numerous literatures, it is found that organization cultures relationship with other organizational variables like commitment, satisfaction, leadership, organizational performance and employee turnover are established by this literature review study. Research reveals that possession of similar norms and values by the organization and its employees will improve the performance of the organization towards achieving the goals of the organization.

RESEARCH METHODOLOGY

The study will be conducted to achieve the aforesaid objectives including both exploratory and descriptive in nature and involve personal interviews that will be based on the questionnaire format. A research methodology defines the purpose of the research methodology defines the purpose of the research, how it proceeds, how to measure progress and what constitutes a success with respect to the objectives determined for carrying out the research study. The methodology of this project is first conducted the company survey which will be possible only through questionnaire design.
Sampling Design – Quantitative

A sample design is the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. 376 employees of the company were selected as a sample size from the Faridabad factory.

DATA ANALYSIS

Data analysis is a process of inspecting, cleansing, transforming and modeling data with the goal of discovering useful information, informing conclusion and supporting decision-making. Data analysis has multiple facets and approaches, encompassing diverse techniques under a variety of names, and is used in different business, science, and social science domains. In today's business world, data analysis plays a role in making decisions more scientific and helping businesses operate more effectively.

DATA INTERPRETATION

Data interpretation refers to the implementation of processes through which data is reviewed for the purpose of arriving at an informed conclusion. The interpretation of data assigns a meaning to the information analyzed and determines its signification and implications.

Relations with Supervisors and Co-Workers

<table>
<thead>
<tr>
<th>S.no.</th>
<th>Questions:</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Senior encourages me to perform better</td>
<td>99.99</td>
<td>0.01</td>
</tr>
<tr>
<td>2</td>
<td>I feel valued for my contributions</td>
<td>100.00</td>
<td>0.00</td>
</tr>
<tr>
<td>3</td>
<td>My seniors &amp; co-workers give respect to each other</td>
<td>98.67</td>
<td>1.33</td>
</tr>
<tr>
<td>13</td>
<td>My supervisor/seniors behave in appropriate manner.</td>
<td>87.76</td>
<td>12.24</td>
</tr>
</tbody>
</table>

Relations with Supervisors and Co-Workers

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>96.61</td>
<td></td>
<td>4.39</td>
</tr>
</tbody>
</table>
Table 1

Relations with Supervisors and Co-Workers

<table>
<thead>
<tr>
<th></th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>96.61</td>
<td>4.39</td>
</tr>
</tbody>
</table>

Figure 4.1

**Interpretation:** In this, 96.61% workers were highly satisfied with the relations with supervisors and coworkers only 4.39% workers were not satisfied.

4. **Awareness about Organization, Policies and various Engagement Activities**

<table>
<thead>
<tr>
<th>S.no.</th>
<th>Questions:</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>I believe organization has fair policies and management communicates company news effectively and in a timely manner to Employees</td>
<td>100.00</td>
<td>0.00</td>
</tr>
<tr>
<td>8</td>
<td>I am aware about the various awareness programs/festival celebrations organized by the company</td>
<td>100.00</td>
<td>0.00</td>
</tr>
<tr>
<td>9</td>
<td>I am aware about the various employee engagement activities organized by the company</td>
<td>99.99</td>
<td>0.01</td>
</tr>
<tr>
<td>12</td>
<td>If something unusual comes up, I know whom to go for a solution.</td>
<td>96.30</td>
<td>3.70</td>
</tr>
</tbody>
</table>

Awareness about Organization, Policies and various Engagement Activities
Table 2

<table>
<thead>
<tr>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>99.00</td>
<td>1.00</td>
</tr>
</tbody>
</table>

Awareness about Organization, Policies and various Engagement Activities

Figure 4.2

- **Interpretation:** In this, 99% workers have awareness about organizations, policies and various engagement activities only 1% workers were not aware.

- **Work Culture

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Questions:</th>
<th>Yes (%)</th>
<th>No (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>I feel safe working inside the factory premises</td>
<td>99.99</td>
<td>0.01</td>
</tr>
<tr>
<td>15</td>
<td>I know that the management provides proper training, hears to grievances</td>
<td>99.20</td>
<td>0.80</td>
</tr>
</tbody>
</table>
& helps to resolve them and takes my feedback seriously.

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>16</td>
<td>I am overall satisfied with the organization’s work culture/environment</td>
<td>98.40</td>
</tr>
<tr>
<td>17</td>
<td>I will recommend my friends &amp; other family members to work in my Factory</td>
<td>99.20</td>
</tr>
</tbody>
</table>

Work Culture

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes (%)</td>
<td>99.20</td>
</tr>
<tr>
<td>No (%)</td>
<td>0.80</td>
</tr>
</tbody>
</table>

Table 3

![Work Culture Chart]

Figure 4.3

5. **Interpretation:** In this, 99.20% workers were highly satisfied with work culture only 0.80% workers were not satisfied.
• **Awareness about committees**

<table>
<thead>
<tr>
<th>S.No.</th>
<th>Question:</th>
<th>Yes %</th>
<th>No %</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>I am aware about various committees in the organization including ICC</td>
<td>100.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Table 4**

**Awareness about committees**

![Pie chart showing 100% awareness]

**Figure 4.4**

• **Interpretation:** In this, 100% workers have awareness about the roles and responsibility of committees.

• **Awareness about employee handbook**
<table>
<thead>
<tr>
<th>S.No.</th>
<th>Question:</th>
<th>Yes(%)</th>
<th>No(%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>14</td>
<td>The Employees’ handbook has been explained properly to Me</td>
<td>99.30</td>
<td>0.70</td>
</tr>
</tbody>
</table>

Table 5

Awareness about employee handbook

![Figure 4.6](image)

- **Interpretation:** In this, 99.30% workers have awareness about employee handbook only 0.70% workers were not aware.
FINDINGS

- Majority of the employees know the overall goals of the company.
- Almost all the employees were satisfied with the wages paid to them.
- In this, the management (organization) that determines the priority given to the individual relationship.
- In this, 96.61% workers were highly satisfied with the relations with supervisors and co-workers only 4.39% workers were not satisfied.
- In this, 99% workers have awareness about organizations, policies and various engagement activities only 1% workers were not aware.
- In this, 99.20% workers were highly satisfied with work culture only 0.80% workers were not satisfied.
- In this, 94.07% were highly satisfied with the organization only 5.93% workers were not satisfied.
- In this, 100% workers have awareness about the roles and responsibility of committees.
- In this, 99.30% workers have awareness about employee handbook only 0.70% workers were not aware.

CONCLUSION

According to this study we are able to find that large number of workers was fully satisfied with their job, culture and employee relation only few workers were there who were not satisfied as due to some reasons: In case if their target is not completed then they get to listen from their superiors. If the work is not up to the mark then they get to listen from their superiors. Eventually we were able to learn almost all the workers were satisfied with all the activities of organization.

REFERENCES


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QUESTIONNAIRE

Employee Name: ____________________________

Age: ____________________________

Designation: ____________________________

Department: ____________________________

Q1. Senior encourages me to perform better?

Yes  No

Q2. I feel valued for my contributions?

Yes  No

Q3. My seniors & coworkers give respect to each other?

Yes  No

Q4. I believe organization has fair policies and management communicates company news effectively and in a timely manner to employees

Yes  No

Q5. I am aware about various committees in the organization including ICC?

Yes  No

Q6. I get my remuneration every month on time?

Yes  No

Q7. I feel there are adequate facilities like drinking water, toilets, canteen, crèche, fire fighting equipment’s?

Yes  No
Q8. I am aware about various awareness programs/festival celebrations organized by the company?
   Yes               No

Q9. I am aware about the various employee engagement activities organized by the company?
   Yes               No

Q10. I feel safe working inside the factory premises?
     Yes               No

Q11. Whenever required, based on my necessities my senior considers my leaves?
     Yes               No

Q12. If something unusual comes up, I know whom to go for a solution.
     Yes               No

Q13. My supervisor/seniors behave in appropriate manner?
     Yes               No

Q14. The Employees’ handbook has been explained properly to me?
     Yes               No

Q15. I know that the management provides proper training, hears to grievances & helps to resolve them and takes my feedback seriously?
     Yes               No

Q16. I am overall satisfied with the organization’s work culture/environment?
     Yes               No

Q17. I will recommend my friends & other family members to work in my factory?
     Yes               No