

# Impact of Work Culture on Job Satisfaction & Behaviour of Faculty-A Case Study on Private Institutes in Higher Education Sector in Delhi/NCR

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## Abstract

*This paper develops a framework for understanding the relationships between work culture and job satisfaction approaches to leadership behaviour in the context of higher education. It can be said that job satisfaction is a matter where every individual compare their job satisfaction level and other factors like compensation, career growth, relocation and family considerations with expectations what they achieve in life. There are wide ranges of variables relating to environment, institutions and individual that affects job satisfaction level .Such effects may affect in faculty's physical and mental health, their productivity, turnover and absenteeism.*

*This finding provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction.*

*The study aims at initial step towards measurement of job satisfaction level among faculty of private institutes in higher education in Delhi/NCR by conducting a survey. The scope of this study will be helpful in identifying the problems related to education system that leads to faculty dissatisfaction.*

*The outcome of this study will not only be beneficial was academicians and researchers but also to corporate people and others who are involved in the concerned areas.*

*Key words: Job satisfaction, work culture, faculty, environment*

## 1. Introduction:

The various studies conducted in different private colleges of NCR have proved that the significant importance has been given to the organizational culture for enhancing the organizational capabilities and organizational development. Moreover, the impact of organizational culture is enormous in order to attain the employees' job satisfaction and organizational commitment. It is viewed that the relevant literature has proved that the private institutes faculty members' organizational commitment and job satisfaction is an area which is under investigation particularly in the private institutes in higher education sector.

In this Study the component model of commitment that conceives organizational commitment are consisting of three components: affective commitment (AC), continuance commitment (CC) and normative commitment (NC). Affective commitment (AC) refers to employees emotional attachment to and involvement in an organization, continuance commitment (CC) is related to the perceived costs associated with leaving the organization and normative commitment (NC) is the perceived obligation to remain with the organization.

Furthermore, the study has provided various recommendations such as regarding faculties as primary concern for the institutions, every faculty should have direct access to top management without any barrier, institute should try to solve faculty members' problems in first preferences, institute should take every step for faculties growth and development, cooperation across different departments of the institute should be actively encouraged, team work should also be encouraged and the teams must be considered as the building blocks within the institutions.

## 2. Purpose Of The Study:

The role of institutes work culture has remained very important in order to attain the employee's job satisfaction as well as institutional commitment for the sake of institutional development and to enhance the profitability margin. The purpose of present study is to identify the impact of work culture on faculty's job satisfaction and behaviour so that the human resources related issues might be tackled for institutional uplift. The study has specifically focused the faculty members of private institutes of higher education sector.

### 3. Research Objectives:

The basic objective of this study was to identify the impact of work culture on the Faculties job satisfaction and the behaviour of faculty members of private sector institutes of delhi/ncr.

### 4. Literature Review:

#### *4.1. Organizational Culture:*

Holan & Phillips (2004) studied that it was a focus of intensive investigation by management researchers that how organizations create, transfer and retain information. Nevertheless, one feature of the dynamics of information organizational overlooking has established relatively minute concentration. In their study, they illustrate on an investigative, manifold case study of learning in global strategic coalitions to discover how and why organizations overlook. They developed a theory of organizational forgetting based on their case study, which argued the position of overlooking in the dynamics of organizational information, and present a typology of categories of organizational overlooking.

Waldman & Luque (2006) identified cultural and leadership variables connected with company communal responsibility principles that managers relate to their judgment making while performing their tasks and duties. They examined statistics from 561 organizations situated in 15 countries on five continents to demonstrate how the cultural extents of institutional collectivism and power distance forecast social responsibility principles on the part of top management group members within this longitudinal study. The visionary leadership CEO and integrity was also distinctively predictive of such ideals.

Hirsch (2000) identified the reasons which altered his research study of cultural manufacturing units over the previous age group. The responses achieved were that the issue had the main responsibility of allocation and the significance of organizational intermediary in the creation in addition to sale of fashionable cultural remainder systematically the identical over time. The study showed that the cultural products run from performers, musical groups, and writers during studios, stickers and publishers, to videotapes, film theatres, record stores, and booksellers in stores or through the internet. Since the advent of mass media, this chain is structured and passed through remainders a attractive forest of power plays and methods, working by task residents in the identical situations. Whereas, this substantive field has changed little analytically, he also saw an amazing growth in the corrective approaches being in use to observe the

massive amount of themes accessible for assessment under the large rubric and enclosing of the phrase cultural manufacturing units.

This study achieved various findings, which includes, re-examination and discussion in the unique frame of the word cultural manufacturing units; in brief appraised a few of the additional current complementary viewpoints which prolonged the probable fields for studying the discussed topic; and, attached a small memo on how the additional current insertion of not-for-profit cultural products such as, masterpieces and museums in this framework creates interesting analytical questions and prospects.

Bhagat & Kedia (2002) studied that slight research has been identified regarding the usefulness of cross border transfer of managerial information containing dissimilar cultural frameworks. The researchers found an academic background for accepting the consequence of four performing cultural outlines, which were well-defined in circumstances of the degrees of uniqueness, socialism and verticalness-horizontalness for their possibilities in regulating the usefulness of cross-border transmission of managerial information. The researchers explored implications for future course of study that this study will support research advances in the areas of knowledge transfer.

#### ***4.2. Employee Job Satisfaction:***

Koh & Boo (2001) studied three procedures of organizational moral values namely, top management support for moral behavior, the organization's moral climate, and the association between moral behavior and career success which was comprised on a review of 237 managers in Singapore. These three procedures were established to be connected with job satisfaction. From Viswesvaran (1998) organizational justice and cognitive dissonance theories, the connection between organizational moral values and job satisfaction was obtained. The recommendations involved that organizational leaders can positively pressurize organizational outcomes by engaging in, supporting and rewarding moral performance.

Davis & Rothstein (2006) researched which was supposed on performance based reliability concerned the worker's observation of the arrangement of the executive's sayings and performances. The present study observed the connection involving apparent performance based reliability of executives and the worker approaches of work contentment, managerial commitment, contentment of the superior and their contribution for the betterment of organization. The findings of the study provided a significant and positive relationship among

the variables used. The preliminary analysis of the study recommended that the gender related characteristics of the workers and to some extent the amount of phases between the worker and the boss are prospective moderators of the relationship. In the current sample of studies, the country where the research was accomplished did not appear to have any reasonable effects. The researchers described the research which could observe the connection involving performance based reliability and results in addition to signifying further examination of prospective mediators. Moreover, the relationship of individual behavior and organizational performance was also measured in this study.

Gustafsson & Johnson (2005) observed the consequences of client contentment, affective commitment, and calculative commitment on preservation while describing a study of telecommunications services. The research further observed the potential for situational and reaction trigger circumstances to temperate the satisfaction retention relationship. The findings maintained dependable possessions of client contentment, calculative commitment, and preceding mix on preservation. The satisfaction retention relationship was moderated by prior churn. The recommendations have inferences for together with client association bosses and researchers who utilize contentment reviews to forecasting performance.

Thomas & Au (2002) researched the employee job satisfaction and the behavioral responses of the employees in two countries, that is, Hong Kong and New Zealand. The findings of the study elaborated low employee job satisfaction in the respondents as a result of behavioural responses. The impact of culture on the basis of individualism and collectivism was measured vertically and horizontally among the respondents and the behavioral responses identified both main and moderating effects. The study provided the findings that cultural groups responded differently to low job satisfaction with the sub variables of behavioral responses such as; exit, voice, loyalty, or neglect. Moreover, the study identified the effects of culture on the quality of employee job alternatives and employee job satisfaction on the basis of loyalty of the employees.

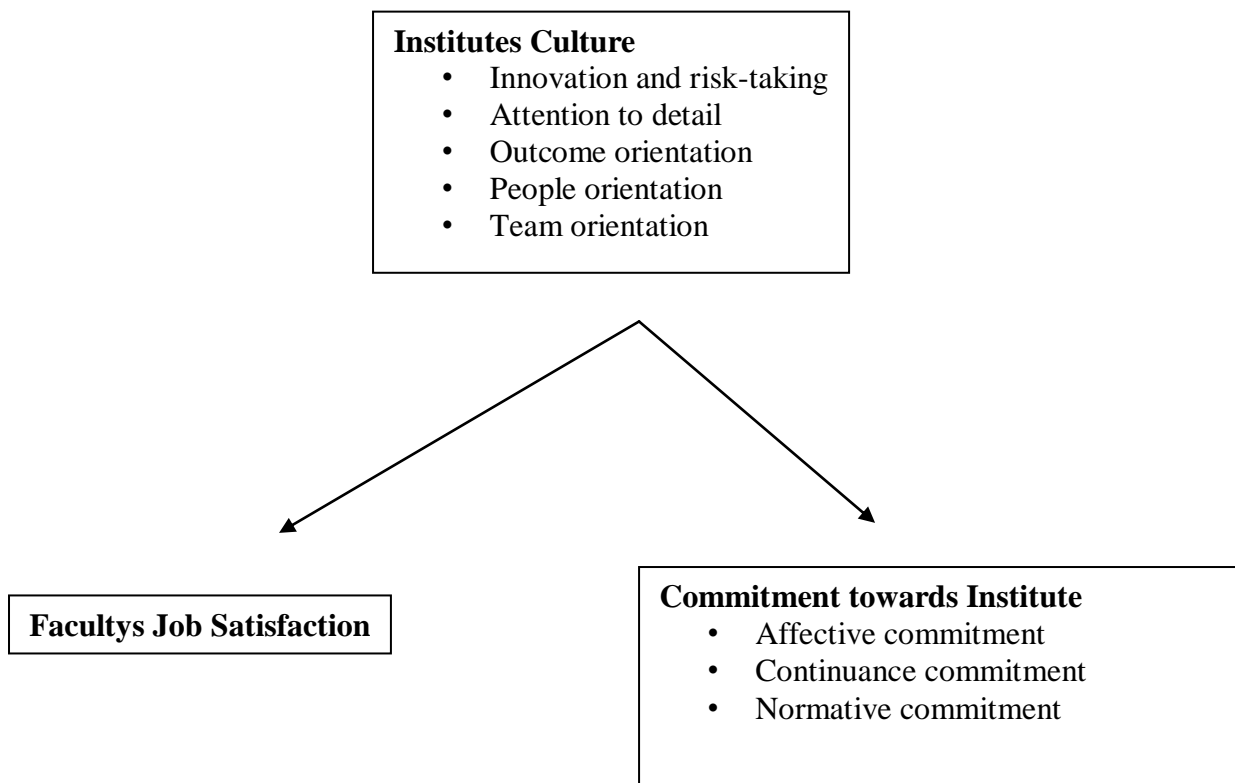
Staw & Cohen-Charash (2005) researched the importance of person situation conversation in the organizations. This research has emphasized the opinions of other researchers in the past particularly Pfeffer and Davis Blake in 1989. As a result, a new and innovative dispositional model of employee job satisfaction has been propounded by the researchers in this study. The importance of their model was well recognized within the prevailing organizational models and frameworks. Several informational and action steps as well as introduction to work events and condition were the prerequisites of the discussed model. The researchers were of the view that by using this model dispositional affect and the practices in the workplace can be influenced.

#### **4.3. Organizational Commitment:**

Organizational commitment has been defined as the relative strength of an individual's identification with and involvement in a particular organization" and a psychological link between an employee and his or her organization that makes it less likely that the employee will voluntarily leave the organization". There are many other definitions of organizational commitment but almost all the definitions describe the construct in terms of a psychological state that characterizes an employee's relationship with his or her organization and has implications for that employee continuing membership in the organization.

Meyer and Allen referred to these psychological states as components of organizational commitment. Thus, Meyer and Allen proposed a three-component model of commitment that conceives organizational commitment as consisting of three components: affective commitment (AC), continuance commitment (CC) and normative commitment (NC). Affective commitment (AC) refers to an employee's emotional attachment to and involvement in an organization, continuance commitment (CC) is related to the perceived costs associated with leaving the organization and normative commitment (NC) is the perceived obligation to remain with the organization.

#### ***A Conceptual Model/Framework***



## 5. Research Methodology:

### 5.1. Sources of Data:

Comprehensive research work has been conducted to achieve the aforesaid objectives of the study. Both primary and secondary data have been used for the purpose of this study. To collect primary data a structured questionnaire was designed in the light of the objectives of the study. Faculty members from different levels of different private institutes were requested to fill the questionnaire. Secondary data was collected from available books, publications, research studies, journals, websites and articles on job satisfaction of employees of different academic institutions.

### 5.2. Sample Size:

A list of private colleges of higher education has been taken from Delhi and national capital region(NCR). According to that list total 31 private colleges were included which were having both engineering and management departments. The sample of the study covers the faculty members from different private colleges from delhi,ncr.

A total of 108 questionnaires were received but 8 were rejected as they were found incomplete. Thus, the analysis of this research was based on 100 complete questionnaires.

A sample of 100 [N=100] faculty members where 42 male and 58 female (40% male and 60% female) selected purposively from different levels from 10 private institutes (among 31 private institutes) of different areas of NCR. The researchers have chosen these areas for survey, as most of the private institutes are situated mainly in Delhi and NCR region.

Here the researchers would like to mention the reasons behind selecting private institutes instead of government institutes as government institutes salary structure, HR policies are same but it varies with private institutes. Other reasons private institutes are operating in for for so many years. So now it is in the growth stage and we can analyze its condition. At the same time researchers did not go for departmental analysis in respective institutes because all the private institutes do not have similar departments.

### 5.3. Variables:

In any type of experiment, we have controls, and variables. A control is something about the experiment that functions the exact same way, every time. It is something on which we can depend on. A (uncontrolled) variable is what we are trying to measure. At certain points we are not sure what the variable will do in certain situations, and thus the reason for the experiment. A controlled

variable is in between the two. It is a factor of the experiment that will act differently, but not unexpectedly.

#### ***5.4. Control Variables - Age, Gender and Organizational Tenure:***

Age and tenure can function as predictors of continuance commitment, primarily because of their roles as surrogate measures of investment in the institute.

Age and tenure are thought to be positively related to organizational commitment. Previous research has also indicated that gender correlates negatively with affective and normative commitment. Kacmar et al. found that gender was not related to affective commitment, although other studies have found gender to be significant, with women demonstrating more commitment than men. Thus, to control for potential demographic effects, we included age, gender and organizational tenure as control variables"

Uncontrollable Variable-Affective Commitment, Continuance Commitment and Normative Commitment.

Organizational commitment was measured by using the measures developed by Meyer and Allen . Three types of measures were used to measure each of the three components of organizational commitment: Affective commitment, Continuance commitment and Normative commitment.

- I. Affective Commitment measures an employees emotional attachment to, identification with and involvement with the organization. For e.g, "I really feel as if this organizations problems are my own".
- II. Continuance Commitment measures the level of commitment due to the costs that employees perceive is related to leaving the organization. For e.g, "It would be very hard for me to leave my organization right now, even if} wanted to.
- III. Normative Commitment measures pressures on an employee to remain with an organization resulting from organizational socialization. For e.g, "I would feel guilty if I left my organization now" Response for all the three scales were obtained on a 7-point Likert-type scale where 1 - Strongly disagree and 7 - Strongly agree.



Variables	Mean	SD	1	2	3	4	5	6	7
Age	38.47	5.42							
Gender	0.53	0.5							
Job Tenure	10.06	3.37							
1.Employee Job Satisfaction	32.41	5.06	0.85						
2. Conscientiousness	35.19	6.32	0.07	0.88					
3. Extraversion	28.47	4.85	0.22**	0.28**	0.85				
4. Agreeableness	29.84	3.56	0.09	0.25**	0.21**	0.8			
5.Affective Commitment	34.48	4.36	-0.07	0.17*	0.22**	0.07	0.83		
6.Continuanace Commitment	38.45	5.89	-	0.26**	0.22**	0.26**	0.09	-0.08	0.85
7.Normative Commitment	32.05	4.57	-0.18*	0.06	0.18	0.23**	0.52**	0.18*	0.82

Table 1: Means, standard deviations, Pearson correlations and coefficient alphas of study variables

Note: N=100

\* $p < 0.05$     \*\* $p < 0.01$  (two-tailed)

A hierarchical regression analysis was performed for each component of commitment. Our aim was to determine if the personality dimensions added a unique contribution in the prediction of the criterion above and beyond the control variables and other personality dimensions.

As such we first entered the control variables (age, gender and organizational tenure) into the equation. Next, we added the personality dimensions to have relationships with the criterion. In the discussion of our results all reported coefficients are standardized.

The findings of the study have been mentioned in the results of Pearson Correlations regarding organizational culture, employees’ job satisfaction and organizational commitment of Private Institutes. The effect of affective commitment on continuance commitment was positive but insignificant. There was positive but insignificant relationship between continuance commitment and employees’ job satisfaction in the first table which showed the Pearson Correlations results of the private institutes of delhi,ncr.

The results showed that there was positive but insignificant relationship between affective commitment and continuance commitment. The impact of continuance commitment on the employees' job satisfaction was positive but insignificant.

Futher it shows positive but insignificant relationship between continuance commitment and employees' job satisfaction. Positive and significant relationship was identified between employees' job satisfaction and affective commitment; affective commitment and normative commitment.

## **6. Conclusion:**

The overall results of the study showed that there was positive and significant relationship of organizational culture, employees' job satisfaction and organizational commitment in the faculty members of the private institutes. Thus, the study was very much concerned to attain faculties job satisfaction and organizational commitment in the private sector institutes of Delhi, ncr with the help of improved organizational culture.

## **7. Limitations of the Research:**

This research has been conducted in higher educational institutes of private sector in Delhi, NCR. In this research data was collected from various faculty members without considering demographics (like gender). Moreover, the results have been limited on the impact of controllable and uncontrollable variables of organizational culture have been selected on the one variable of employees' job satisfaction and three variables of organizational commitment (i.e., affective, continuance and normative). This research focused only few private sector institutes of delhi, ncr. This research only confined to employ one method of data collection i.e. survey through questionnaire, though other methods could also be opted.

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