

INFLUENCE OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION AMONG WOMEN EMPLOYEES IN PRIVATE AND PUBLIC SECTOR BANKS IN KANYAKUMARI DISTRICT

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ABSTRACT

The influence of organizational culture on job satisfaction among women employees in private and public sector banks in Kanyakumari District is a vital aspect of workplace dynamics. Organizational culture encompasses the values, beliefs, and practices that shape an institution's environment, playing a pivotal role in shaping employee perceptions and attitudes towards their work. For women employees in the banking sector, especially in Kanyakumari District, job satisfaction is influenced by factors such as leadership styles, communication channels, work-life balance, and support systems within the organization. In public sector banks, a more structured and hierarchical culture may provide stability, yet it can also limit flexibility, affecting job satisfaction. On the other hand, private sector banks often offer a more dynamic, performance-driven culture, but this can increase pressure on employees, having an impact on their work-life balance. Women employees face unique challenges in balancing their professional responsibilities with personal and family demands, which makes organizational culture even more significant. The presence of gender-sensitive policies, opportunities for professional growth, and a supportive work environment are the key determinants of job satisfaction. This study aims to explore how different aspects of organizational culture in private and public sector banks impact the job satisfaction levels of women employees, examining both the positive and negative influences. By understanding these dynamics, organizations can tailor their policies to foster a more inclusive and supportive culture, enhancing job satisfaction and consequently, employee retention and productivity. The findings from this research will contribute to both academic literature and practical strategies for improving workplace environments for women in the banking sector. For this study, 200 employees have been selected. 100 from public banks and 100 from private banks. This study uses a stratified random sampling technique to ensure that women employees from both public and private sector banks have been proportionally represented.

KEY WORDS: Organizational Culture, Job satisfaction, Women employees, Work Place, Work Life Balance.

INTRODUCTION

Organizational culture plays a crucial role in shaping the work environment and directly influences employee's job satisfaction. It encompasses the values, beliefs, and behaviours that define how an organization operates and interacts with its employees. For women, particularly those employed in sectors with high expectations and demands, such as the banking industry, organizational culture becomes even more significant. In Kanyakumari District, where the banking sector provides substantial employment opportunities for women, understanding the relationship between organizational culture and job satisfaction is essential for improving work conditions and retaining skilled employees.

Banking sector in India is broadly divided into public and private sector banks, each with distinct organizational cultures. Public sector banks are traditionally known for their stability, clear hierarchical structures, and formal procedures. They offer job security and benefits but may lack the flexibility and innovation often desired by the modern employees. On the other hand, private sector banks tend to be more dynamic, performance-driven, and focused on results. These organizations typically provide faster career advancement opportunities and it also lead to increased work pressure and a less structured environment.

Women employees in the banking sector face unique challenges related to work-life balance, gender equality, and professional growth. Organizational cultures that fail to support these needs can negatively impact job satisfaction, leading to frustration, lower productivity, and higher turnover rates. Conversely, cultures that foster inclusivity provide opportunities for career development and support work-life integration can significantly enhance job satisfaction.

This study aims to investigate how the organizational cultures in public and private sector banks influence job satisfaction among women employees in Kanyakumari District. By examining the leadership styles, communication patterns, work environments and support mechanisms in these banks, the research seeks to identify the factors that contribute to or hinder job satisfaction. The insights gained from this study will offer valuable guidance for creating a more supportive, gender-sensitive work culture, which is crucial for both employee satisfaction and the overall success of the organization.

STATEMENT OF THE PROBLEM

The problem addressed in this study is the impact of organizational culture on the job satisfaction of women employees in the banking sector of Kanyakumari District, specifically comparing private and public sector banks. Despite the increase in employment opportunities for women in both sectors, there remain significant challenges related to work-life balance, career growth, gender equity and support systems, all of which are influenced by the organizational culture of these institutions. Public sector banks, with their rigid hierarchies, may offer stability but limit flexibility, while private sector banks, driven by performance and competition, may increase pressure on employees. These differences can significantly affect the job satisfaction of women, who often juggle professional and personal responsibilities. This study seeks to identify the key factors within organizational culture that either enhance

or hinder job satisfaction for women employees in both sectors, aiming to provide insights for improving workplace policies and environments to support women's career and personal fulfilment.

REVIEW OF LITERATURE

- **Patil and Kaur (2022)** studied the influence of work-life balance on job satisfaction among women employees in both public and private sector banks. Their research has shown that flexible working hours, maternity benefits, and a supportive working environment has positively had an impact on their job satisfaction. However, they also noted that such policies were more effectively implemented in private sector banks, albeit with the downside of increased work pressure.
- **Iqbal and Sharma (2022)** highlighted the importance of gender-sensitive organizational culture in boosting job satisfaction among women employees. The study found that the organizations had promote inclusivity, offer equal growth opportunities, and implement gender-specific policies, such as childcare support and flexible work arrangements, tend to have higher employee satisfaction, particularly among women.

RESEARCH METHODOLOGY

This section outlines the research methodology used to explore the influence of organizational culture on job satisfaction among women employees in public and private sector banks in Kanyakumari District. The study employs both qualitative and quantitative approaches to provide a comprehensive analysis of the relationship between organizational culture and job satisfaction.

Research Design

This research follows a descriptive research design, aiming to describe and analyze the influence of organizational culture on the job satisfaction of women employees. The study examines the key factors such as work-life balance, leadership styles, communication patterns, career growth opportunities and gender-sensitive policies within both public and private sector banks.

Sampling Method

This study uses a stratified random sampling technique to ensure that women employees from both public and private sector banks are proportionally represented. The sample is divided into two strata: public sector bank employees and private sector bank employees. From each stratum, women employees are randomly selected for the study.

- **Sample Size:** A sample size of 200 women employees (100 from public sector banks and 100 from private sector banks) has been used to ensure an adequate representation of perspectives.

Data Collection Methods

a. Primary Data

Primary data has been collected using a structured questionnaire.

- **Questionnaire:** A structured questionnaire with both open-ended and close-ended questions have been designed to assess various aspects of organizational culture and its impact on job satisfaction. The questionnaire has included Likert-scale questions to gauge the respondents' perceptions of their workplace environment, leadership support and job satisfaction levels.

b.Secondary Data

- Secondary data has been collected from published reports, research papers, organizational records, and government publications related to organizational culture, job satisfaction and gender issues in the banking sector.

OBJECTIVES OF THE STUDY

- To investigate how organizational culture affects work-life balance for women employees and its subsequent effect on their job satisfaction.
- To compare and contrast the influence of organizational culture on job satisfaction between women employees in public sector banks and those in private sector banks.
- To identify the presence and effectiveness of gender-sensitive policies within the organizational cultures of both sectors and assess their impact on job satisfaction.

RESULTS & DISCUSSION

- To investigate how organizational culture affects work-life balance for women employees and its subsequent effect on their job satisfaction.

Organizational culture significantly impacts the work-life balance of women employees in the banking sector. A supportive culture can help women manage their professional and personal responsibilities effectively. This study aims to explore how different aspects of organizational culture influence work-life balance and in turn, affect job satisfaction among women employees.

TABLE 1

ORGANIZATIONAL CULTURE AFFECTS WORK-LIFE BALANCE FOR WOMEN EMPLOYEES AND ITS SUBSEQUENT EFFECT ON THEIR JOB SATISFACTION

Factor	B (Unstandardized Coefficients)	β (Standardized Coefficients)	t-value	Sig. (p- value)
(Constant)	1.531	.420	3.644	.000
Leadership Support	.289	.056	5.161	.000
Flexibility	.213	.071	2.436	.003
Communication	.134	.055	2.436	.015
Inclusivity	.194	.066	2.939	.004

Policies	.176	0.63	2.795	.006
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Source: Computed Data

Leadership Support: A coefficient of **0.289** indicates that for each unit increase in leadership support, work-life balance increases by **0.289** units. This variable is significant ($p < 0.001$), suggesting strong positive influence.

Flexibility: A coefficient of **0.213** means that greater flexibility is associated with improved work-life balance, and it is statistically significant ($p = 0.003$).

Communication Practices: The coefficient of **0.134** shows a positive but lesser impact on work-life balance ($p = 0.015$), indicating that better communication contributes positively to work-life balance.

Inclusivity: The coefficient of **0.194** ($p = 0.004$) indicates that a more inclusive culture positively influences work-life balance.

Organizational Policies: With a coefficient of **0.176** ($p = 0.006$), it shows that strong organizational policies also positively affect work-life balance.

- To compare and contrast the influence of organizational culture on job satisfaction between women employees in public sector banks and those in private sector banks.

This study examines the influence of organizational culture on job satisfaction among women employees in public and private sector banks. By comparing these two groups, the research aims to identify key factors that contribute to disparities in job satisfaction levels. Understanding these differences can help organizations improve their workplace environments and better support their female workforce.

TABLE 2

**INFLUENCE OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION
BETWEEN WOMEN EMPLOYEES IN PUBLIC SECTOR BANKS AND THOSE IN
PRIVATE SECTOR BANKS**

Group	N	Mea n	Std. Deviation	Std. Error Mean
Public sector Banks	10 0	3.45	0.78	0.078
Private Sector Banks	10 0	4.12	0.65	0.065

Source: Computed Data

The mean job satisfaction score for women employees in public sector banks is 3.45 (SD = 0.78), while the mean for women employees in private sector banks is significantly higher at 4.12 (SD = 0.65). This suggests that women employees in private sector banks report higher job satisfaction compared to their counterparts in public sector banks.

- To identify the presence and effectiveness of gender-sensitive policies within the organizational cultures of both sectors and assess their impact on job satisfaction.

This study investigates the presence and effectiveness of gender-sensitive policies within the organizational cultures of public and private sector banks. By assessing how these policies impact job satisfaction among women employees, this research aims to highlight the significance of creating inclusive workplaces. Understanding the role of these policies is crucial for fostering a supportive environment that enhances job satisfaction and retention of female talent in the banking sector.

TABLE 3

GENDER-SENSITIVE POLICIES WITHIN THE ORGANIZATIONAL CULTURES OF BOTH SECTORS AND ASSESS THEIR IMPACT ON JOB SATISFACTION

Group	N	Mean Job Satisfaction	Std. Deviation	Std. Error
Gender-Sensitive Policies	100	4.05	0.75	0.075
No Gender-Sensitive Policies	100	3.25	0.8	0.08

Source: Computed data

Women employees who benefit from gender-sensitive policies report a mean job satisfaction score of 4.05 (SD = 0.75), while those without such policies report a lower mean score of 3.25 (SD = 0.80). This suggests that gender-sensitive policies are associated with higher job satisfaction.

FINDINGS

- **Leadership Support:** A coefficient of 0.289 indicates that for each unit increase in leadership support, work-life balance increases by 0.289 units. This variable is significant ($p < 0.001$), suggesting strong positive influence.
- **Flexibility:** A coefficient of 0.213 means that greater flexibility is associated with improved work-life balance, and it is statistically significant ($p = 0.003$).
- **Communication Practices:** The coefficient of 0.134 shows a positive but lesser impact on work-life balance ($p = 0.015$), indicating that better communication contributes positively to work-life balance.
- **Inclusivity:** The coefficient of 0.194 ($p = 0.004$) indicates that a more inclusive culture positively influences work-life balance.
- **Organizational Policies:** With a coefficient of 0.176 ($p = 0.006$), it shows that strong organizational policies also positively affect work-life balance.
- The mean job satisfaction score for women employees in public sector banks is 3.45 (SD = 0.78), while the mean for women employees in private sector banks is significantly higher at 4.12 (SD = 0.65). This suggests that women employees in private sector banks report higher job satisfaction compared to their counterparts in public sector banks.

- Women employees who benefit from gender-sensitive policies report a mean job satisfaction score of 4.05 (SD = 0.75), while those without such policies report a lower mean score of 3.25 (SD = 0.80). This suggests that gender-sensitive policies are associated with higher job satisfaction.

SUGGESTIONS

- ✓ Encourage a healthy work-life balance by offering options like remote work, job sharing, and part-time positions to reduce burnout and increase job satisfaction.
- ✓ Train managers to be more supportive and empathetic towards women employees, promoting a culture of respect, encouragement, and mutual trust.
- ✓ Public sector banks should consider introducing more flexible and innovative working structures to match the dynamic needs of women employees, without compromising job security.
- ✓ In private sector banks, reduce excessive performance pressure by setting realistic targets and ensuring adequate support for women employees to handle high-stress environments.
- ✓ Introduce policies such as flexible working hours, maternity leave and childcare support to help women balance their professional and personal responsibilities.

CONCLUSION

In conclusion, the study of organizational culture's influence on job satisfaction among women employees in public and private sector banks in Kanyakumari District reveals the critical role that workplace dynamics play in shaping employee's experiences. Public sector banks, with their structured, hierarchical systems, offer job security but often fail to provide the flexibility and career advancement opportunities that many women employees seek, limiting their overall job satisfaction. On the other hand, private sector banks, while offering a more dynamic and competitive environment with potential for rapid professional growth, can lead to high stress levels and difficulties in maintaining a work-life balance.

Both sectors face challenges in addressing the specific needs of women employees, particularly regarding gender-sensitive policies, support for work-life integration and equal access to growth opportunities. To improve job satisfaction among women employees, both public and private sector banks need to foster inclusive organizational cultures that prioritize flexibility, communication, leadership support and gender equity. By implementing targeted policies and creating a supportive work environment, banks can not only enhance job satisfaction but also contribute to the professional success and personal well-being of their women employees, ultimately benefiting the organization's overall performance and sustainability. Addressing these gaps will lead to more engaged, satisfied and motivated employees, driving long-term organizational success.

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