

A STUDY OF ORGANIZATIONAL ETHOS: A CASE OF J&K BANK

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ABSTRACT

Organizational Ethos is based on organizational culture and is the most important component of organization's life. This paper tries to highlight that employee motivation is strongly correlated with organizational culture by studying the financial institution. The study revealed that motivation level of employees have the least impact on the Organization Culture, this shows that the employees should be provided with the monetary as well as non-monetary incentives in order to increase the motivation level.

Keywords: Motivation, OCTAPACE Culture, Organization, Satisfaction

INTRODUCTION

The uniqueness in personality is the law of nature and the organization also develop uniqueness in work culture as the organizations are facing competitive and dynamic environment. An organization's Ethos is made up of all of the work life experiences which automatically emerges as organization culture. Culture is overall beliefs, values, ethics practiced by the employee in an organization and is sustainable if it is diverse. Clarke, & Liles, (2005) has discussed of issues of human resource diversity and diversity climates in organizations and developed a conceptual model of a "positive climate for diversity" (PCFD) which refers to the degree wherein human resource diversity is valued. The results of research from both private and public sector organizations indicated that climates for diversity do impact significantly on range of career, organizational attitudes and perceptions. Organizational values, also known as "beliefs and ideas about what kinds of goals members of an organization should pursue and ideas. From organisational values develop organisational norms, guidelines, or expectations that prescribe appropriate kinds of behavior by the employees in particular situations and control the behavior of organisational members towards one another." (Robbins, Stephen P.; Judge, Timothy A. (2009). Bond, (2005) employed linear regression techniques on work-life balance and organizational culture. This study also indicated that without a supportive organizational culture, better work-life balance outcomes are not possible. The analysis revealed that longer working hours, job status, take-up and experiences of limited access to arrangements were significantly associated with work-life outcomes. Kriegesmann, et al (2007) highlighted an unconventional way out of the "innovation dilemma", relevant to many business organizations. Innovative management and

risk friendliness are necessary, but the way in which failure is handled and the resulting fear of making mistakes block the (innovative) efforts of specialists and managers. The research depicted that culturally exacerbated antipathy towards errors ultimately leads to a situation of pronounced innovation incompetence in which creative behavior is avoided. The article points out that it is not an "absolution of mistakes" that is required, but a tolerance for legitimate errors which should only occur under exceptional circumstances. The authors underline that fairness in dealing with errors is considerably more important than a misguided attempt to create or maintain harmony. An initiative like the "Creative Error of the Month" may help to bring about cultural change towards a climate of trust and confidence in which innovative commitment is treated fairly even if it does not in fact succeed. Common approaches to enhance organizational innovativeness reward "success stories" or praise "zero-based cultures". This case study suggests that a sophisticated initiative revolving around the "hidden" innovative potential of "creative errors" and "tragic failures" might prove to be a successful offbeat attempt at stimulating creativity and innovative behavior in an organization.

This task of understanding and influencing the employee's motivation is often made easier, if the company attempts to select employees with specific values, beliefs and needs that align with those of the company. This study explores the relationship between the Hofstede cultural dimensions (as a predictor of values) and Vroom's expectancy theory (valence, expectancy, instrumentality) for the purpose of determining whether cultural dimensions can be used to predict an individual's motivation potential in a given organizational environment. This study suggests that motivation, to some extent, can be predicted by knowledge of an employee's culture-based values. Emery & Oertal (2006) has explained that a critical element in increasing productivity is employee motivation. Additionally, this research presents some interesting findings on motivation across various demographic categories. Job satisfaction has been associated with positive organizational outcomes such as increased employee productivity, higher innovation and reduced turnover, all of which are linked to improved firm performance Sledge, S. , Miles, A. & Coppage, S. (2008).

PROBLEM STATEMENT

In the current era of globalization "organizational ethos" has got wide currency in delivering effective and efficient productivity but due to very scant and sparse research in the field particularly in J&K state research has been carried out to determine the influence of ethos on different workplace aspects. So under organisational ethos four major parameters viz – motivation, job satisfaction, policies and procedures, creativity and innovation. In this background It is thus believed that present research would bridge the gap and will help in promoting productive culture that can have the positive impact on the overall efficiency of the organization.

OBJECTIVES OF THE STUDY

1. To study the impact of Job Satisfaction, Creativity and Innovation, Procedures and Policies and Motivational Level of employees on the Organizational Culture.
2. To study the role of Creativity and Innovation in Organizational Culture.
3. To study the impact of Motivational level of the employees on Organizational Culture.

4. To study the role of Procedures and Policies in Organizational Culture.

HYPOTHESIS

H0: There is no significant impact of motivation, job satisfaction, policies and procedures, creativity and innovation on organizational culture.

H0: There is no significant impact of motivation on organisational culture.

H0: There is no significant impact of job satisfaction on organisational culture.

H0: There is no significant impact of creativity and innovation on organisational culture.

H0: There is no significant impact of policies and procedures on organisational culture.

RESEARCH DESIGN / METHODOLOGY

The research study follows a descriptive research design in order to study the impact of motivation, job satisfaction, policies and procedures and creativity and innovation on organizational productivity. The researcher has included - employee participation, communication, team work, communal harmony, promotion and recruitment as sub variables under Motivation; career development, health and safety, job security, working conditions, compensation as sub variables under Job Satisfaction; diversity and conflict management as sub variables under Creativity and Innovation; and performance appraisal system, organization structure and total quality management as sub variables of Policies and Procedures. The questionnaire containing 22 statements related to all the variables of organizational ethos were filled by the staff members of the J&K bank. The sample size was 125 middle levels for the collection of primary data from the J&K bank. Stratification was done on gender as well as on number of years served in the organization. 15 Questionnaires have not been considered in the analysis as some of them were incomplete, and some had extreme responses. Thus, those questionnaires have been excluded. Multiple regressions is used to find the relationship between two or more variables that are related casually. It attempts to study the functional relationship between the variables, thereby providing a mechanism for future predictions. This technique proves helpful in determining the role of each variable into the other. The dependency of one variable on the other was observed with the help of multiple regressions. Simple regression is used to explain the variation in dependent variable due to the independent variable.

ANALYSIS AND FINDINGS

Finding 1

From the data collected the majority of the employees working in J&K Bank Ltd falls in the age group of 21yrs to 40 years that is 60 percent and the next highest percentage is 37 percent under the category 41yrs to 60 years, so this shows that J&K bank Ltd rarely has young staff members which falls in the age group of 20-30 years. So the staff members of J&K Bank include experienced people. However with the changing trend in the organization new recruitment policies are being designed so that the bank can attract the young talent as well. Campus placements from the institutes of excellence are hardly included as a matter of policy which can help bank to reach its expansion targets and meet the human resource requirement.

Finding 2

The research revealed that J&K Bank is a male dominated company where 92 percent of the employees are male and a very small percentage of employees i.e. 8 percent are female. This shows that gender biasness is prevailing in the organization. The top level should find out solutions to eliminate glass ceilings towards female applicants and employees. The State of J&K has no dearth of female talent which can be a useful asset for the bank.

Finding 3

The majority of the employees' i.e 33 percent are working in J&K Bank Ltd. for more than 10 years and 26 percent and 25 percent falls in the category of 6 to 9 years and 2 to 5 years respectively. This shows that the employee's retention policy of J&K Bank Ltd is good and the company provides various monetary and non-monetary incentives in order to motivate its employees and to retain them. So far from its inception the bank has never layoff its employees which show the bank has very good human resource planning.

In analyzing the data, the value of R square is 0.237 which shows that 23% of the variation in organisational culture can be explained by these 4 independent variables.

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.535	4	.634	8.160	.000 ^a
	Residual	8.156	105	.078		
	Total	10.691	109			

a. Predictors: (Constant), procedures and policies, motivation, creativity and innovation, job satisfaction

b. Dependent Variable: organisational culture

The significance value or the p-value is 0.000 which is less than 0.10 (100-confidence level),

Research Model: Organization culture = 1.013 + .051 (motivation) + .137 (job satisfaction) + .118 (creativity and innovation) + .188 (procedure and policies)

From the above equation it can be inferred that, motivation, job satisfaction, creativity and innovation and policies and procedures have a direct relation with the organisation culture.

The t-test for significance of individual dependent variables indicates that the significance level of 0.10 (confidence level of 90%), however, motivation is not statistically significant in the model. The other three independent variables are individually significant at 0.05 significant.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.013	.232		4.368	.000
	Motivation	.051	.057	.076	.891	.375
	job satisfaction	.137	.046	.261	2.986	.004
	creativity and innovation	.118	.040	.259	2.985	.004
	procedures and policies	.188	.049	.330	3.845	.000

a. Dependent Variable: organisational culture

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.354 ^a	.125	.117	.294

a. Predictors: (Constant), procedures and policies
b. Dependent Variable: organisational culture

The measure of strength of association in the regression analysis is given by the coefficient of determination denoted by R square. This coefficient varies between 0 and 1 and represents the proportion of total variation in the dependent variable that is accounted for by the variation in the factors. From the above table, the value of R square is 0.125 which shows that 12.5 percent of the variation in organisational culture can be explained by procedures and policies.

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.336	1	1.336	15.429	.000 ^a
	Residual	9.354	108	.087		
	Total	10.691	109			

a. Predictors: (Constant), procedures and policies
b. Dependent Variable: organisational culture

The significance value or the p-value is 0.000 which is less than 0.10 , so the null hypothesis is rejected. Which concludes that there is a significant impact of policies and procedures on organisation culture.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.734	.100		17.411	.000
	procedures and policies	.201	.051	.354	3.928	.000

a. Dependent Variable: organisational culture

Model: Organisation culture = 1.734 + .201 (policies and procedures)

From the above equation it can be inferred that policies and procedures has a direct relation with the organisation culture. The t-test for significance of individual dependent variables indicates that the significance level of 0.10 (confidence level of 90%), Policies and Procedures is statistically significant in the model.

Suggestion & Policy Implications:-

The research revealed that organizational ethos has a strong relation with employee productivity and in developing the organization culture. The work experience of the employees shows that the employee retention policy of the company is fairly good but special emphasis should be laid on the motivational programmes in order to retain them. So the management needs to work for motivating the employees in a right manner. Multi Rater feedback system should be introduced so that ‘star performers’ get retained and also improve the customer relations for bank profitability. In addition it was also found that high power distance index culture prevails in the organization hence hinders the employee participation and acts as de-motivator for employees. So the organization needs leaders with participative dynamism so that they can act as catalyst for grooming OCTAPACE culture (Openness, Confrontation, trust, authenticity, pro-activeness, autonomy, collaboration and experimentation). In sustainable development of bank, the value of trust should percolate down from the top so that employees in general will also develop other values of OCTAPACE culture.

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