

Organizational Culture and Employee Morale among Bank Employees

Priyanka Kumari¹, Dr. Pompi Das²

1. Research Scholar, Department of Management, Arka Jain University, Jamshedpur.

Email ID: priyanka.kumari220885@gmail.com

2. Assistant Professor, Department of Economics, Arka Jain University, Jamshedpur.

Email ID: dr.pompi@arkajainuniversity.ac.in

Abstract

This research article investigates the relationship between organizational culture and employee morale among Bank Employees. A quantitative research design was employed, and data was collected from a sample of 84 bank employees (split male=42 and female=42) by using Organizational Culture scale by Pareek and work motivation scale by Qureishi. Purposive cum incidental sampling technique was applied for the present study. The findings indicate a significant positive relationship between a positive organizational culture and employee morale among Bank Employees. The results further revealed that male employees and female employees significantly differ on their experiences on all the dimensions of organizational culture namely openness, confrontation, trust, proactive, autonomy, collaboration and experimentation except authenticity. This study highlights the importance of creating a positive organizational culture in educational institutions, as it plays a crucial role in fostering Employees' motivation and ultimately improving student outcomes. These findings contribute to the existing literature by providing empirical evidence of the impact of organizational culture on work motivation specifically in the context of Bank Employees. The implications of these findings for educational institutions and policymakers are discussed, emphasizing the need to prioritize the development of a positive organizational culture to enhance Employees motivation and overall profit effectiveness.

Keywords: *Organizational culture, Work motivation, Employee morale.*

Introduction

Employee morale refers to the overall attitude, satisfaction, and emotional well-being of employees within an organization. It reflects how motivated, engaged, and connected employees feel towards their work, colleagues, and the organization as a whole. It can be defined as the collective mindset and emotional state of employees that directly impacts their motivation, productivity, and job satisfaction. Some expert defined it as a psychological and emotional condition of employees that influences their willingness to exert effort, commitment to the organization's goals, and their overall job performance. In sum, employee morale encompasses the emotional and psychological well-being of employees and plays a crucial role in shaping their motivation, job satisfaction, and overall performance within an organization.

According to Pareek (2013), organizational culture refers to "the shared values, beliefs, assumptions, and norms that shape the behavior of individuals and groups within an organization." Pareek emphasizes that organizational culture is not limited to the formal structures and systems of an organization but is deeply embedded in the collective mindset and behaviors of its members. Organizational culture refers to the collective mindset, shared values, beliefs, assumptions, and norms that shape the behavior and interactions of individuals and groups within an organization. It encompasses the deeply ingrained patterns of thinking, feeling, and acting that influence how employees perceive their work, interpret situations, and make decisions. Organizational culture is not limited to formal structures or systems but extends to the underlying attitudes and behaviors that guide employee actions. It creates a unique identity for the organization and influences employee attitudes, motivation, and overall engagement. Understanding and managing organizational culture is crucial for creating a positive and cohesive work environment, fostering employee satisfaction, and driving organizational success.

Need for research

There are two reasons for the necessity for research on organizational culture and work motivation among bank employees. First, while there is a body of literature on organizational culture and its impact on employee morale in other organizations, there is a scarcity of studies that focus specifically on the unique setting of employees. The banking profession presents unique challenges and work dynamics, necessitating a better knowledge of how organizational culture influences employees' morale and motivation. Second, past research on employee's morale and work motivation has mostly focused on individual elements such as job satisfaction and self-efficacy, without thoroughly investigating the effect of organizational culture. As a result, there is a need for research that precisely explores the relationship between organizational culture and employee morale among bank employees in order to provide significant insights for banking professionals.

Review of the literature

Nasrun et.al (2017) conducted a study to check the effect of organizational culture on work motivation; see impact of organizational culture on Bank employee's performance; and to explore the effect of work motivation on Bank employee's performance. A total of 297 Bank employees of public sector bank were included as sample. Proportional random sampling technique was used for sample selection. The result of the study revealed that: (1) organizational culture had a direct effect on work motivation with a path coefficient of 0,296; (2) a direct effect of organizational culture on bank employee's performance with a path coefficient of 0,185; and (3) work motivation had a direct effect on bank employee's performance with a path coefficient of 0,297. Based on the results of the study, the three hypotheses enforced are accepted. Therefore, the efforts to strengthen and improve organizational culture and work motivation can increase bank employee's performance. Cucu-Ciuhan etal (2014) conducted a research study to identify the type of the organizational culture existent in a Romanian state university. The sample was consisted of 102 university bank employees age ranged between 25 to 57 years. Questionnaire of organizational culture and work motivation developed by researcher was used for data collection. The finding of the study revealed that the main organizational culture existent was the power type and that the employees hope for a support type. Bank employees had a high self-actualization motivation. There a positive relation exists between organizational culture and work motivation among employees. According to McShane and Von Glinow (2008) a strong and supportive organizational culture is a strong predictor of work motivation among employees. Further they explained that said that strong organizational culture has the possible strength to improve performance, and vice versa when weak organizational culture leads to decrease performance. Winardi (2002) suggested work motivation is a potential force that exists in a person that can be developed by a number of external force that essentially revolves around monetary rewards, reward non monitored that can affect the results of its performance positively or negatively, which depends on the situation and the conditions encountered. Gurunathan (2021) conducted a research at Steel and Industrial Forgings Company Limited. The aim of the study was to understand the impact of organizational culture on employee motivation. A detailed questionnaire of organizational culture and work motivation was prepared by the researcher for data collection. The result revealed that organization culture has significant influence over both employee motivation and performance; employee motivations affect the overall efficiency and agree with the statement that motivation determines the employee performance. Yusuf et al. (2016) conducted a study to investigate the relationship between organizational culture and employee motivation among selected employee at a private sector agency located in Selangor. A total of 260 employees were selected for this study. The organizational culture can be categorized into 2 main types which are bureaucratic and supportive culture. The result of the study revealed that that these two types of culture have strong correlation with the dependent variable, namely employee motivation and that supportive culture has more interaction toward employee motivation. Furthermore the result showed the importance of organizational culture and its influences on employee motivation.

Objectives

1. To measure and compare the level of employee morale of bank employees.
2. To measure and compare the level of organizational culture of bank employees.
3. To see the impact of organizational culture on employee morale among overall bank employees.

Hypotheses

H01: Male and female bank employees would not differ significantly on their level of employee morale.

H02: Male and female bank employees would not differ significantly on their experience of organizational culture.

H03: There would be no significant relationship between organizational culture and work motivation among overall sample.

Sample

A total number of eighty four bank employees were included as sample for this study. The sample was consisted of equal number of male=42 and female=42 (N=84). All of them were permanent. The age range of the sample was 30 to 45 years. Purposive sampling technique was used for the sample selection. All of them are working in the urban area of Jamshedpur.

Tool Used

OCTAPACE scale by Pareek (2003) was used to measure organizational culture. It is a 4 point scale and have 40 items divided in 8 dimensions of organizational culture. The eight values and beliefs are i) Openness, ii) Confrontation, iii) Trust, IV) Authenticity, v) Pro-action, vi) Autonomy, vii) Collaboration and viii) Experimentation. The respondent checks on a 4 point scale, how widely each of them is shared in the organization. The reliability and validity of this scale is satisfactory and it is used by various research scholars in their researches.

Employee morale questionnaire- Employee Morale Scale by Qureishi was used for the data collection. This scale has 32 statements and each statement has to rate on the quantum ranging from very high, high average, low and very low. The maximum score on this scale would be 160 and minimum 32. The reliability of this scale is measured by split half method and it was found .94 and validity is satisfactory.

Results and discussion

Table 1: Presenting the mean, SD, N and t value male employees and female employees on Employee Morale.

Groups	Mean	SD	N	SED	t value
Female bank employees	83.52	13.85	42	3.36	1.77 nt. sig.
Male bank employees	89.50	16.88	42		

*Significant at .05 level; ** Significant at .01 level, nt. Sig= not significant

Table 1 presents the mean, SD, N, SED and t value of male employees and female employees on employee morale. It is clear from the mean showed in table that male employees are experiencing more employee morale (mean=89.50) as compared to their female employees counterpart (mean=83.52). Their SD's are 16.88 and 13.85 respectively. The t value 1.77 signifies that both group's namely female employees and male employees not differ significantly on their level of employee morale. This difference between both groups mean may be contributed to the chance factor.

Table 2: Presenting the mean, SD, SED and t value male employees and female employees on organizational culture.

Dimensions	Male bank employees		Female bank employees		SED	t-value
	Mean	SD	Mean	SD		
Openness	11.51	2.25	10.12	3.46	0.63	2.18*
Confrontation	9.49	2.26	12.22	3.98	0.70	3.86**

Trust	12.71	2.30	10.27	3.51	0.64	3.76**
Authenticity	8.35	2.27	9.20	2.51	0.52	1.62 nt sin.
Proactive	11.03	2.56	6.60	1.42	0.45	9.80 **
Autonomy	14.09	2.04	5.41	0.50	0.32	26.78**
Collaboration	7.41	1.73	6.45	1.05	0.31	3.07**
experimentation	13.47	2.22	6.83	1.29	0.39	16.75**

*Significant at .05 level; ** Significant at .01 level, nt. Sig= not significant

Table 2 presents the mean, SD, SED and t value of male and female employees on the eight dimensions of organizational culture. It is clear from the table that in openness the male employees scores 11.51 mean and female employees scored 10.12 mean. Their SD's are 2.25 and 3.46 respectively. The t value 2.18 clearly signifies that both groups differ significantly on their level of openness dimension of organizational culture. In the confrontation dimension the mean score of male employees is 9.49 and female employees mean is 12.22 and their SD's are 2.26 and 3.98 respectively. t value 3.86 signifies that both groups differ significantly on their confrontation dimension. In the trust dimension the mean score of male employees is 12.71 and female employees mean is 10.27 and their SD's are 2.30 and 3.51 respectively. t value 3.76 signifies that both groups differ significantly on their trust dimension. In the Authenticity dimension the mean score of male employees is 8.35 and female employees mean is 9.20 and their SD's are 2.27 and 2.51 respectively. t value 1.62 signifies that both groups not differ significantly on their Authenticity dimension. In the Proactive dimension the mean score of male employees is 11.03 and female employees mean is 6.60 and their SD's are 2.56 and 1.42 respectively. t value 9.80 signifies that both groups not differ significantly on their Proactive dimension. In the Autonomy dimension the mean score of male employees is 14.09 and female employees mean is 5.41 and their SD's are 2.04 and 0.50 respectively. t value 26.78 signifies that both groups not differ significantly on their Autonomy dimension. In the Collaboration dimension the mean score of male employees is 7.41 and female employees mean is 6.451 and their SD's are 1.73 and 1.05 respectively. t value 3.07 signifies that both groups not differ significantly on their Collaboration dimension. In the Experimentation dimension the mean score of male employees is 13.47 and female employees mean is 6.83 and their SD's are 2.22 and 1.29 respectively. t value 3.07 signifies that both groups not differ significantly on their Experimentation dimension.

Table 3: Presenting the correlation between organizational culture and employee morale among overall Employees (N=84)

Variable	Employee Morale
Organizational culture	0.49**

*Significant at .05 level; ** Significant at .01 level

Table 3 presents the correlation between organizational culture and employee morale. It is clear from the table the r value between both variables is $r=0.49$. It confirms that the relationship between both variables is positive and significant at .01. It can be explained that in an organizations where openness, trust, Authenticity, Autonomy, Collaboration and experimentation is provided the level of employee morale increases. Employees in this type of culture feel motivated and more committed to their jobs.

Implication of the research

The effects of organizational culture and Bank employee morale are significant and widespread. Knowing how these two aspects interact can have a significant impact on Banking Organizational and the general wellbeing of Employees. Bank can raise Employees morale and work satisfaction by recognizing and nurturing an organizational culture that values

cooperation, support, and acknowledgment. This can then result in stronger Employees abilities, greater Employees involvement, and eventually higher profit results. The results of this study can also help Companies and banking organization to design practical plans and initiatives to build a supportive workplace that fosters and maintains Employees morale and motivation. In the end, putting organizational culture and Employees work motivation first can support the expansion and success of Banking Organization.

Conclusions: Conclusions of the present study are as follows:

1. Female Employees and male Employees not differ significantly on their experience of employee morale.
2. Male Employees and female Employees significantly differ on their experience of openness.
3. Male Employees and female Employees significantly differ on their experience of confrontation.
4. Male Employees and female Employees significantly differ on their experiences of trust.
5. Male Employees and female Employees not differ significantly on their experience of authenticity.
6. Male Employees and female Employees significantly differ on their experience of proactive.
7. Male Employees and female Employees significantly differ on their experience of autonomy.
8. Male Employees and female Employees significantly differ on their experience of collaboration.
9. Male Employees and female Employees significantly differ on their experience of experimentation.
10. There is a positive and significant relationship between organizational culture and employee morale.

Conflict of interest: The researchers have no conflict of interest in this research.

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