

UNDERSTANDING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION AND RETENTION: A CROSS -CULTURAL ANALYSIS OF EMPLOYEE PERSPECTIVE IN GLOBAL COMPANIES

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Abstract

Organizational culture is a big part of what makes a company's work setting and how employees feel about their jobs. This study looks at how organizational culture affects employee attitudes, motivation, and commitment to the company. It also looks at how it affects employee satisfaction and retention. The study is a survey-based study. We look at how different parts of an organization's culture, like values, communication, leadership style, recognition, work-life balance, and growth chances, affect employee satisfaction and retention. The results suggest that a positive and supportive company culture makes a big difference in how happy employees are with their jobs. Employees are more happy and satisfied with their jobs when the company's culture encourages a feeling of belonging, employee engagement, and alignment with the company's values. Also, employee satisfaction is increased by a culture that recognizes and appreciates employees' efforts, gives them chances to grow professionally, and welcomes collaboration and new ideas. The study also shows that a positive organizational mind-set is very important for keeping employees. Organizations that put the health and growth of their employees first tend to have a better retention rate. On the other hand, a negative or toxic culture with poor communication, lack of recognition, and few opportunities for growth could lead to more people leaving and the loss of important talent. The research shows how important leadership is for making and keeping a good culture in a company. Leaders who are caring and supportive and who work to make the workplace a place where everyone can work together and feel welcome make employees happier and more likely to stay with the company. In the end, the study shows that company culture has a big effect on employee satisfaction and retention.

Introduction

Employees' views of global companies are affected by their experiences and interactions within the business, among other things. People from different cultures, countries, and ethnicities are often hired by global companies. This variety can make the workplace better because it brings in different ideas, views, and ways of doing things. Employees may like the chance to work with people from different parts of the world and learn about different countries. Language hurdles and different ways of talking can make it hard for people in global companies to communicate well with each other. Employees may need to change how they talk to each other to make sure they are clear and understood. Even though this can be a great way to learn, it can also be hard and frustrating at times. When you work for a global company, you might have the chance to take on international tasks, move to a new location, or move up to a leadership position. This can be

inspiring for people who want to expand their horizons and move up in their jobs. Many offices of global companies are in different time zones, which can make it hard to plan talks and coordinate work. Also, as online work becomes more common, employees may have to work with co-workers in different parts of the world, which requires them to be adaptable and flexible. Global companies may find it hard to keep their company culture the same in all of their sites. Employees might value a strong, shared organizational culture that makes them feel like they fit and are part of something, no matter where they are located. Work and personal life can be harder to balance in global companies because work hours and standards can be different in different parts of the world. Employers should make sure to encourage a good balance between work and life so that employees don't get burned out and they don't leave. Employees of global companies may expect to have access to training and development programs that meet their specific needs and help them improve their skills in a multicultural work setting. This investment in the growth of workers can make them happier at work and help them keep their jobs. In global companies, it's important that everyone feels valued and accepted, no matter where they come from culturally. Promoting diversity and creating an inclusive workplace can help workers come up with new ideas and work together better. Global companies have to figure out how to work with the different law and regulatory systems in each country. Employees might like a company that takes the time to learn about and follow the rules and customs of the area. Even though working for a global company has its perks, some employees may find it hard to feel like they are part of the bigger organization. This problem can be helped by making sure that employees feel like they fit and get along well with each other. In global companies, employees' views are formed by how well the company embraces diversity, promotes inclusive practices, offers meaningful career opportunities, and handles the challenges of running a business on a global scale. A global work environment can be very rewarding for workers and help the company do well if it is run well.

Organizational culture has a big impact on how happy and loyal employees are and how long they stay with a company. It means the shared values, beliefs, norms, and behaviors that make up the work environment and guide how employees interact with each other and the company as a whole. A good organizational culture helps employees feel like they fit and have a sense of who they are. When employees feel like they are part of a close-knit and helpful work group, they are more likely to be happy at work and want to stay with the company. A strong organizational culture can get people emotionally invested in their job and the success of the organization. This is called employee engagement. Engaged workers are more likely to be happy in their jobs and less likely to look for work elsewhere. When an organization's culture matches up with an employee's own values, it can make them happier at work. When employees believe in the mission and values of the company, they are more likely to feel fulfilled in their jobs and committed to the success of the business. A culture that values and acknowledges the work of employees can have a big effect on job happiness. When employees feel like their hard work is noticed and recognized, they are more likely to stay with the company. For a company to have a good culture, communication must be open and honest. When employees know about company decisions, goals, and performance, they feel more connected to the business and are less likely to be unhappy or unsure about their future

with the company. How important work-life balance is in an organization can depend on its culture. A culture that supports and encourages a good mix between work and personal life can make employees happier at work and keep them there longer. A culture that puts an emphasis on employee development and gives them chances to move up in their careers can make employees happier and keep them around longer. Employees are more likely to stay with a company that helps them grow professionally and shows them how to move up. Leadership is a key part of shaping the culture of a company. Leaders who are supportive and care about their workers, actively listen to them, give them direction, and address their concerns lead to higher satisfaction and retention rates. People who want to work in places that are stimulating and creative may be attracted to a culture that supports innovation and collaboration. Employees are more likely to be happy with their jobs and stay with a company that listens to them and encourages them to work as a team. Employees can feel safe in their jobs if the organization's culture is steady and stable. When the culture stays mostly the same and matches what workers want, it can lead to more job satisfaction and less employee turnover. A positive company culture that puts an emphasis on employee well-being, engagement, and growth can make people happier at work and keep them there longer. On the other hand, a bad or toxic culture can make employees leave and make it harder for a company to keep its best workers. The aim of the study was to understand influence of organizational culture on Employee Satisfaction and Retention.

Literature review

The goal of (LEE et al., 2008) was to take a systematic look at the study that looked at what makes front-line nurse managers happy on the job. (Laschinger et al., 2009) was the first study to look at how enabling work conditions and rudeness at work affect nurses' feelings of burnout and how important factors for keeping nurses on the job. (Shearer, 2012) says that a theory of motivation like that of Herzberg and Maslow boosts workers motivation, morale, and happiness. (Ju et al., 2021) looks at the relationships between the Dimensions of Learning Organization Questionnaire (DLOQ) and things that are often looked at, like organizational success and employee attitudes. (Arghode et al., 2021) want to think about and talk about empathic organizational culture and leadership, as well as the effects on the company. Samanta's (Samanta, 2021) main goal is to find a strong link between organizational culture, employee engagement, and success. Brown et al. (2012), Kalse et al. (2017), Gunawan et al. (2018), and Uddin (2019) are also important.

Research methodology

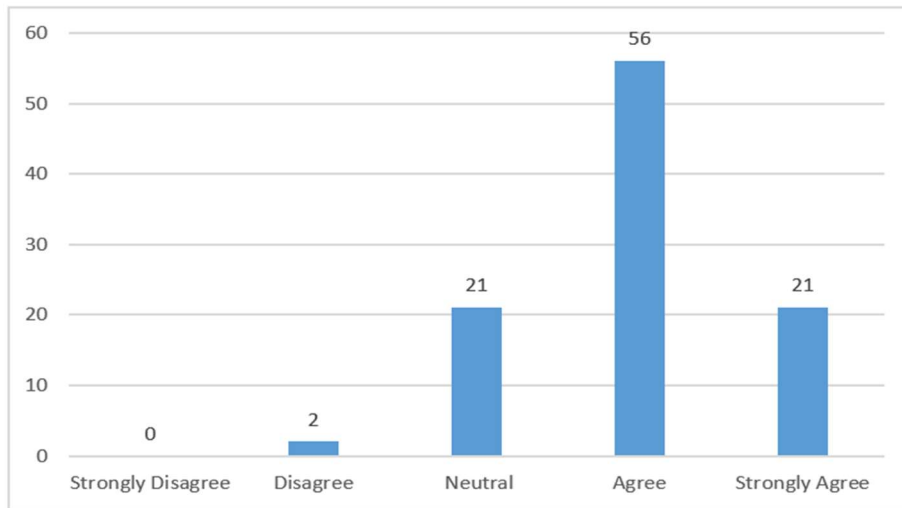
This was a survey-based study. The participants were employees of IT companies in Delhi. This a quantitative study, the Primary data was obtained through a survey designed for the purpose of this study. Sampling technique adopted for the study will be Non-Probability Purposive and Conveniences sampling. Spreadsheet software was used to examine the data that was collected.

Results and interpretation

100 participants of Mean \pm SD of age 32.29 ± 2.17 years were included in the study. Out of the 100 participants 29 were males and 71 were females. The following are the interpretation of the questionnaires filled by the participants of the study:

1. The organizational culture promotes a sense of belonging and community among employees.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

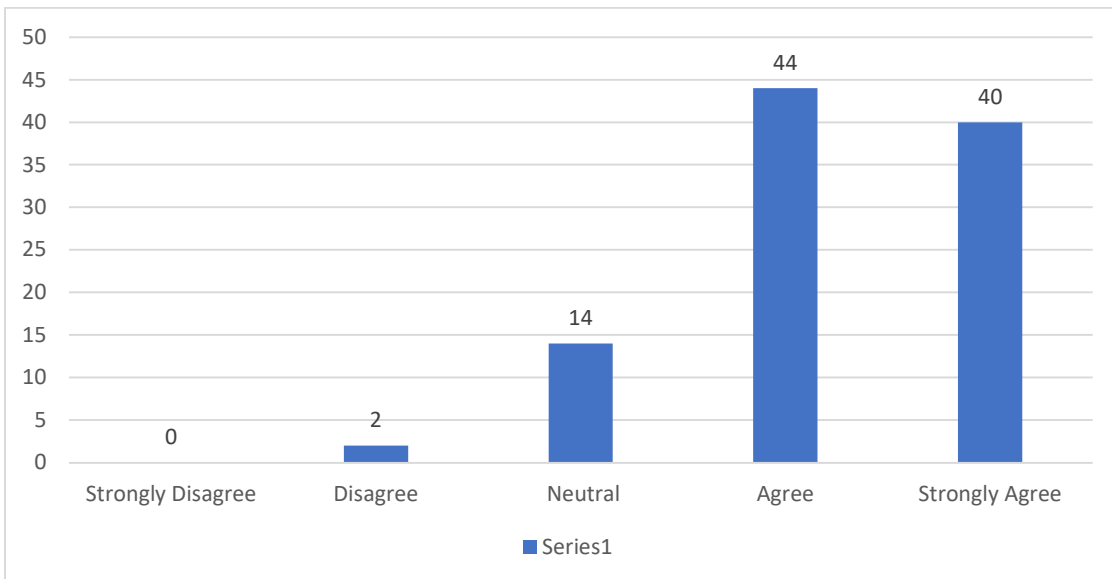
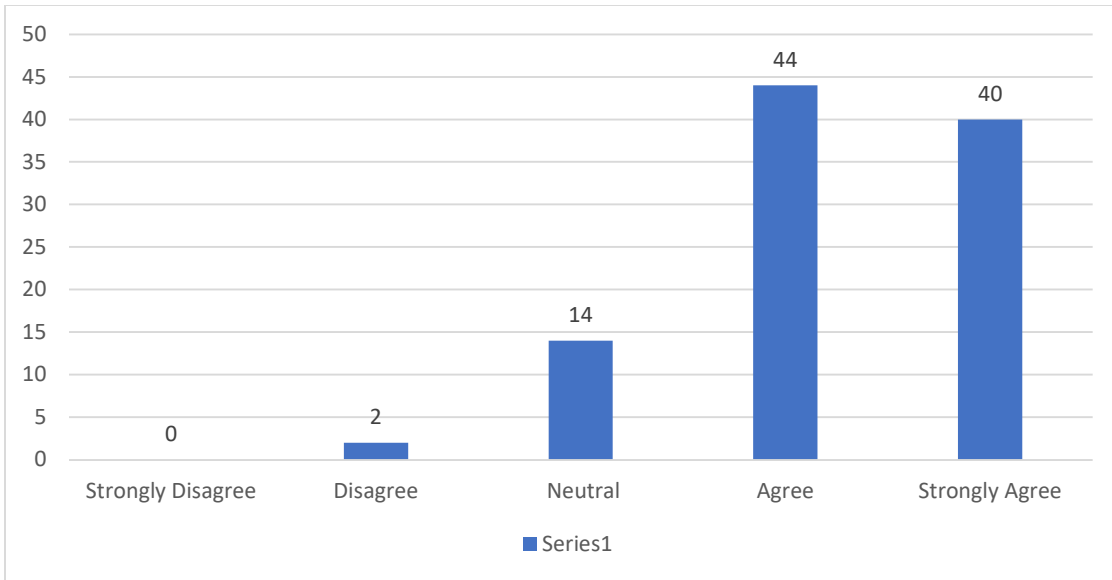


58 participants agreed that the organizational culture promotes a sense of belonging and community among employee, 21 strongly agreed, 21 gave neutral responses and 2 disagreed

2. The organizational culture encourages employee engagement and commitment to the company's success.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

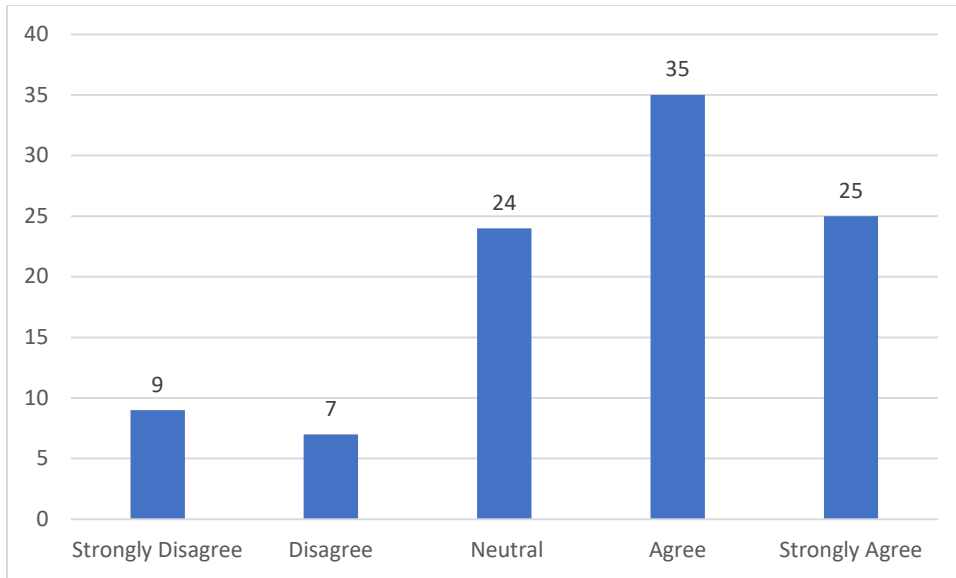
UNDERSTANDING THE INFLUENCE OF ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION AND RETENTION: A CROSS-CULTURAL ANALYSIS OF EMPLOYEE PERSPECTIVE IN GLOBAL COMPANIES



44 participants agreed that their organizational culture encourages employee engagement and commitment to the company's success, 40 strongly agreed, 14 gave neutral responses, 2 disagreed.

3. The values and mission of the organization are well-defined and align with my personal values.

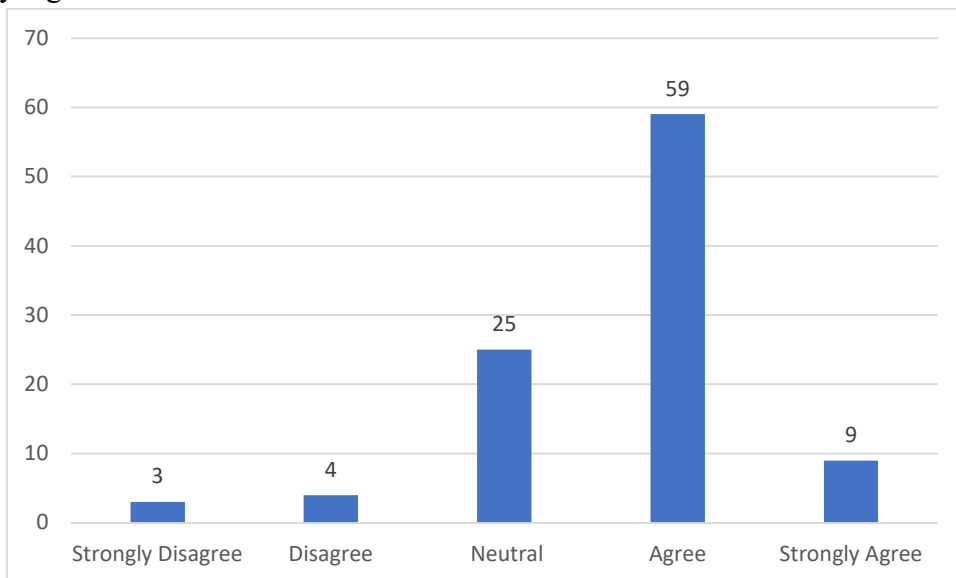
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



35 participants agreed that the values and mission of the organization are well-defined and align with my personal values, 25 strongly agreed, 24 gave neutral responses, 7 disagreed and 9 strongly disagreed.

4. Employees are recognized and appreciated for their contributions and achievements.

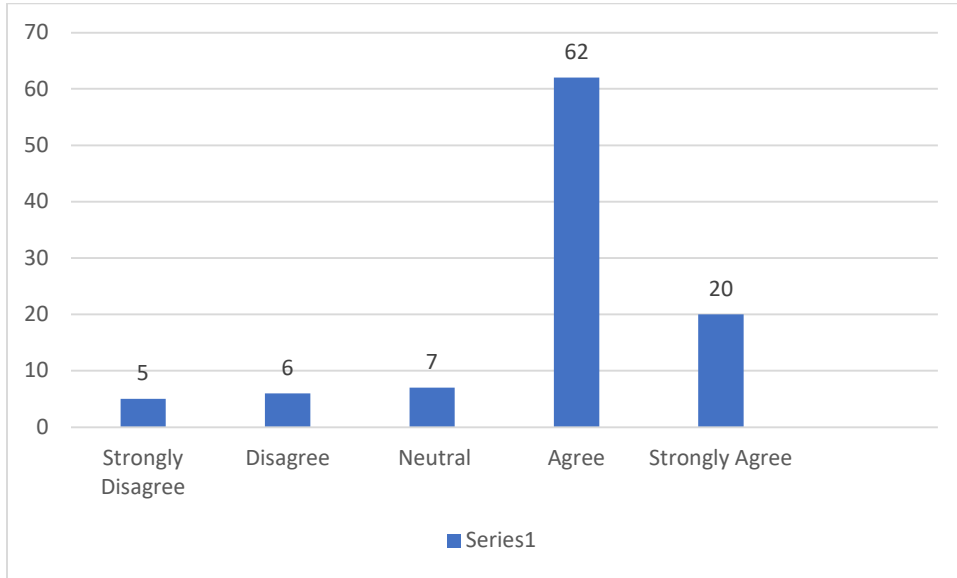
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



59 participants' responded employees were recognized and appreciated for their contributions and achievements, 25 gave neutral responses, 9 strongly agreed, 4 disagreed and 3 strongly agreed.

5. Communication within the organization is transparent, and employees are kept informed about company decisions and performance.

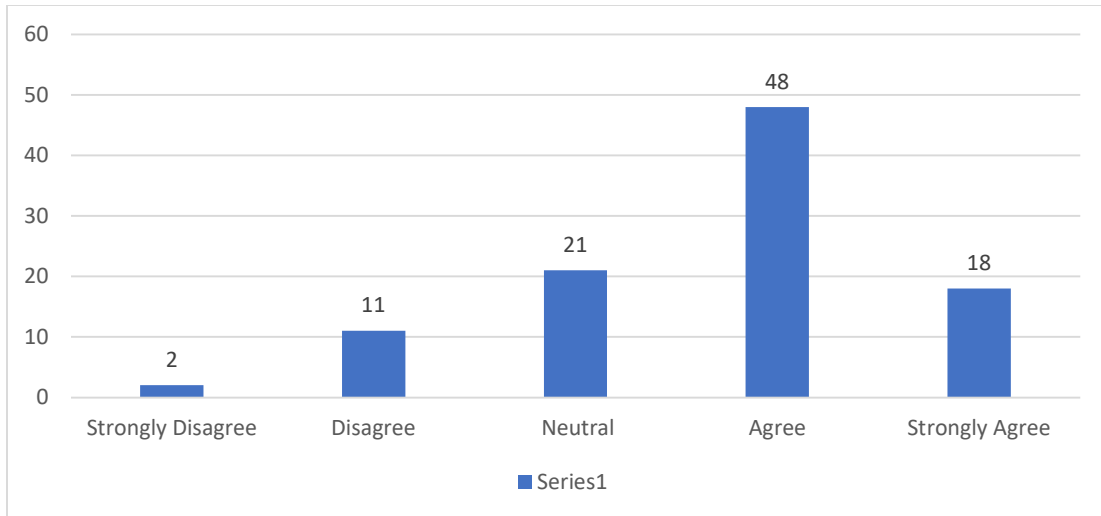
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



62 participants agreed that the communication within the organization is transparent, and employees are kept informed about company decisions and performance, 20 participants strongly agreed, 7 gave neutral responses, 6 disagreed, 5 strongly disagreed.

6. The organizational culture supports and promotes work-life balance.

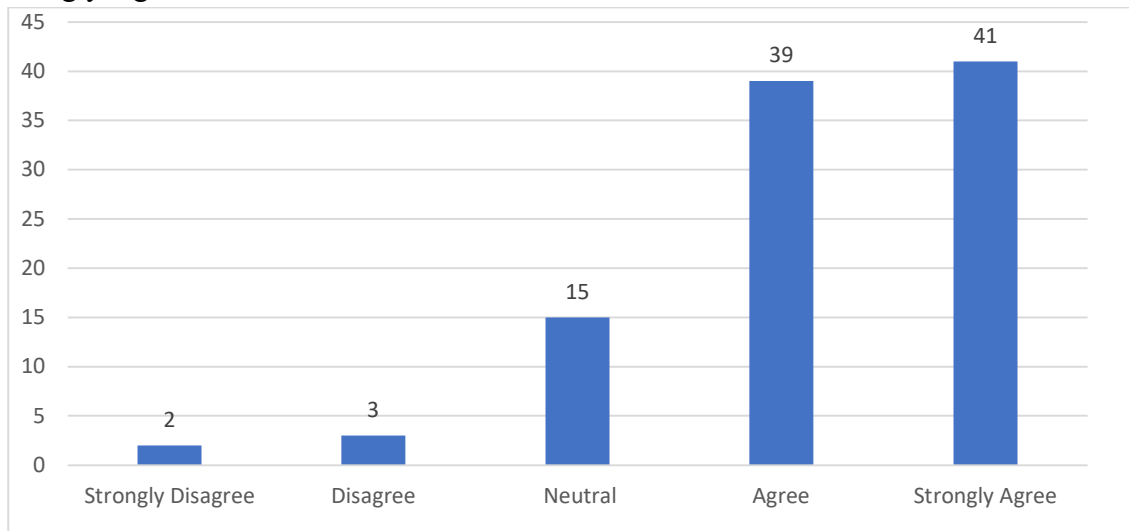
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



48 participants agreed that their organizational culture supports and promotes work-life balance, 21 gave neutral responses, 18 strongly agreed, 11 disagreed and 2 strongly disagreed.

7. There are ample opportunities for professional growth and development within the organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

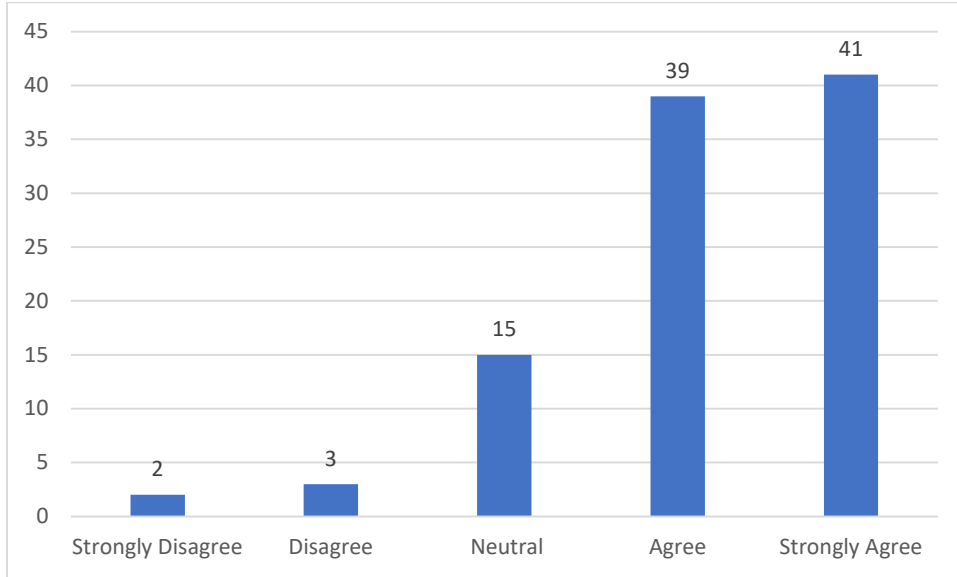


41 participants strongly agreed there are ample opportunities for professional growth and development within the organization, 39 agreed, 15 gave neutral responses, 3 disagreed and 2 strongly disagreed.

8. The leadership within the organization is supportive, approachable, and responsive to employee needs.

- Strongly Disagree

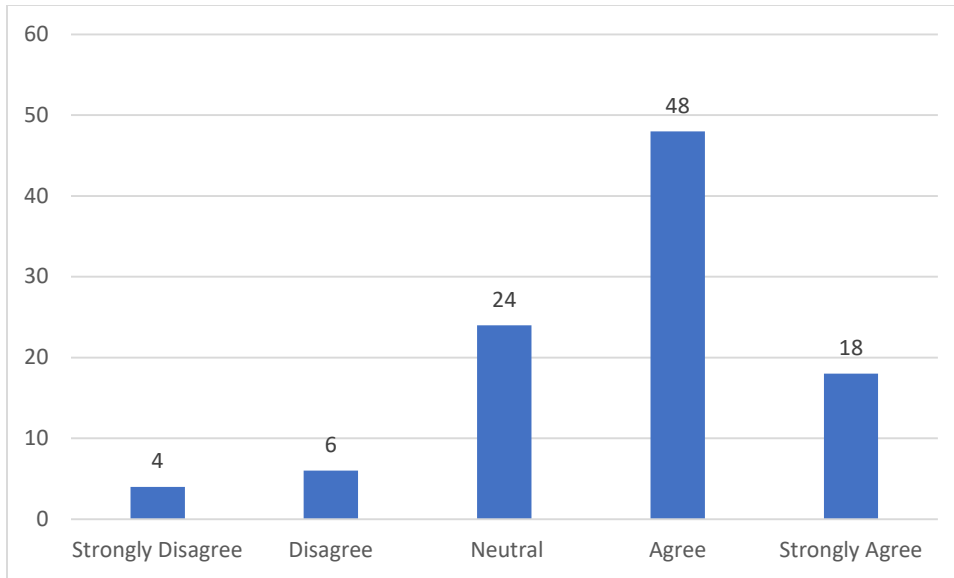
- Disagree
- Neutral
- Agree
- Strongly Agree



41 participants strongly agreed that the leadership within the organization is supportive, approachable, and responsive to employee needs, 39 participants agreed, 15 gave neutral responses, 3 disagreed and 2 strongly disagreed.

9. The organizational culture fosters innovation and collaboration among employees.

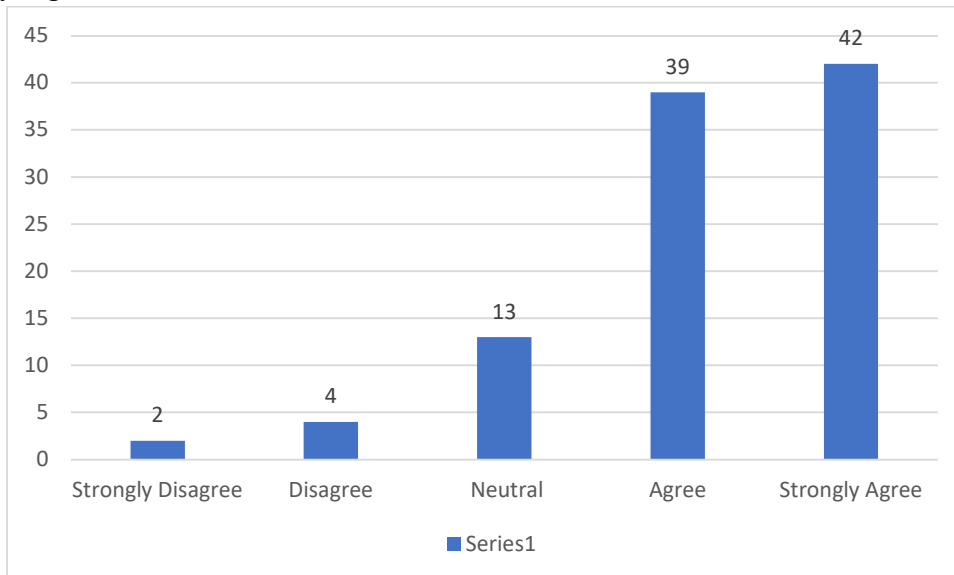
- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



48 participants agreed that the organizational culture fosters innovation and collaboration among employees, 18 strongly agreed, 24 gave neutral responses, 6 disagreed and 4 strongly disagreed.

10. The organizational culture has remained consistent and stable over time.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree



42 participants strongly agreed that the organizational culture has remained consistent and stable over time, 39 agreed, 13 gave neutral responses, 4 disagreed and 2 strongly disagreed.

Discussion

An important part of a company's general success and productivity is how its organizational culture affects the satisfaction and retention of its employees. A positive and supportive attitude can make people happier at work, get them more involved, and keep them there longer. On the other hand, a bad or toxic culture can hurt the business by making workers unhappy and leading to high turnover rates. A strong organizational culture helps employees feel like they fit and have a sense of who they are. When employees feel connected to the company's values and goal, they are more likely to feel like they are part of a bigger community. This sense of belonging makes employees happier at work because they know their contributions are valued and important to the success of the company. The culture of an organization has a big effect on how engaged its employees are. Employees are more likely to care about their work if their workplace has a positive atmosphere that encourages open communication, teamwork, and employee empowerment. Employees who are engaged are more likely to be happy with their jobs, work harder, and care more about the company. When the organization's values and principles match those of its workers, it makes for a good place to work. Employees are more likely to be happy and fulfilled in their jobs if they share the same ideals as the company. This helps people feel more like they have a mission and be happier at work. A key factor in job satisfaction is a company culture that puts a lot of emphasis on recognizing and appreciating employees' work. Employees want to know that their hard work and efforts are appreciated. Regular praise and awards for hard work can make people happier at work and more loyal to the company. A supportive atmosphere that values work-life balance makes employees happier and more likely to stay with the company. When workers can find a good balance between work and personal life, they are less likely to get burned out and more likely to stay loyal to the company. A culture that encourages and invests in staff development gives people chances to move up in their careers and improve their skills. This factor has a big effect on job satisfaction because it makes workers feel like they are always learning and getting better at their jobs. The behavior and actions of leaders have a big impact on the culture of a company. A good work setting is made by leaders who are caring, supportive, and put the well-being of their employees first. People tend to be happier at work when their leaders listen to their worries and help them grow as professionals.

Conclusion:

In conclusion, there is no doubt that company culture affects how happy and loyal employees are. A culture that is positive and supportive makes people feel like they belong, gets them more involved, and helps them understand the company's beliefs and mission. This kind of culture increases job satisfaction by recognizing and appreciating employees' efforts, giving them chances to grow and develop, and promoting a good balance between work and personal life. Leadership is also a key part of shaping the culture of a business. Supportive leaders who put the well-being of their employees first and create an environment that encourages collaboration and new ideas lead to better employee satisfaction and retention rates. On the other hand, a negative or toxic culture can make workers unhappy, less engaged, and more likely to leave. Talented workers may

leave a company if they don't feel appreciated, have room to grow, and have a good mix between work and life. Organizations must put money into building a good culture if they want their employees to be happy and stay with them. Companies can create a place where employees feel valued, engaged, and dedicated to the success of the organization by fostering a sense of community, making sure communication is clear, and supporting employee well-being and growth. In the end, a company's ability to hire and keep top people depends on its organizational culture. By making a positive culture a top priority, companies can create a loyal and motivated staff, which can lead to more productivity, new ideas, and total success in the long run.

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Appendix

Questionnaires

1. The organizational culture promotes a sense of belonging and community among employees.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

2. The organizational culture encourages employee engagement and commitment to the company's success.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. The values and mission of the organization are well-defined and align with my personal values.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

4. Employees are recognized and appreciated for their contributions and achievements.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

5. Communication within the organization is transparent, and employees are kept informed about company decisions and performance.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

6. The organizational culture supports and promotes work-life balance.

- Strongly Disagree
- Disagree
- Neutral

- Agree
- Strongly Agree

7. There are ample opportunities for professional growth and development within the organization.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

8. The leadership within the organization is supportive, approachable, and responsive to employee needs.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

9. The organizational culture fosters innovation and collaboration among employees.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

10. The organizational culture has remained consistent and stable over time.

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree