A Study on The Corporate Culture Influences in The Bank Employees with Special Reference to Thanjavur District

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Abstract- The study to depict the determinants of employee commitment in the banks and how the corporate culture influences the employees of these banks taken up for our study. The results of the study can be utilized to understand the various determinants, their influence on the corporate culture and employee commitment and how to improve them. Research is commonly known to be search for knowledge. Research is an art of scientific search for specific information. Finding of study and presenting some useful recommendation for Corporate Culture among the banks in Thanjavur district. Finally give some suggestion to the bank an employee The Indian Banking Industry Corporate Culture ensures better employee commitment and contributes towards the better performance of the Banks. The employees of these banks help their respective banks in achieving better performance and reach higher revenues.

Keywords: Corporate culture, Employee performance, employee commitment

I. INTRODUCTION

Corporate culture is the value system practiced by the employees and the management. The values, norms, customs are changing over a period of time. The Corporate Culture prevailing in the Banking Industry is too complex due to presence of many factors such as ownership of the banks, composition of the Top Management, belief system of the founder or the Government etc play a crucial role. Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. Corporate Culture of the Banks is one of the emerging areas in banking industry as the industry is matured enough. The culture of the banks percolated at various levels of the banks and influences the employees.

The concept of corporate culture has become embedded in management vocabulary and thought. Although there are many definitions of the concept, the central notion is that culture relates to core corporate values.” In a very real sense, corporate culture can be thought of as a company's "personality.” Every organization—regardless of size—has a culture that influences how people behave, in a variety of areas, such as treatment of customers, standards of performance, innovation, etc.

II. REVIEW OF LITERATURE

Kotter and Heskett (1992) consequently, several researches have been conducted to identify the nature and type of corporate culture in organizations’. The purpose was to elicit the key values, beliefs, and norms in an organisation that has given much impetus to the success and superior performance of the organization., for example, believe that corporate culture has a long-term impact on the performance of the organization. (Allen and Meyer, 1990; Taormina, 1999) As a result of the importance of Corporate-commitment, several studies have sought to identify its causal antecedents. However, corporate culture has received relatively low levels of empirical investigation among the possible antecedents of Corporate-commitment.

(Mowday et al., 1979) Employee commitment is viewed as the psychological strength of an employee’s attachment and involvement with the organization. The psychological well being of the employee of the Bank is one of the important aspects as it leads to better performance of an employee.

(Mowday, Porter, & Steers, 1982; Reichers, 1985) Employee commitment has been defined in various. They refers employee commitment to congruence between the goals of the individual and the organization whereby the individual

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identifies with and extends effort on behalf of the general goals of the organization.

Su-Chao Chang, Ming-Shing Lee (2007) felt in his research that both leadership and organizational culture can positively and significantly affect like openness, confrontation, trust, authenticity, pro-action, the operation of learning organization. In addition, the operation of learning organizations has a significantly positive effect on employee’s job satisfaction.

Researchers generally agree there are three “foci” used to classify types of organizational commitment. The three types of commitment are affective, continuance, and normative commitment...Normative commitment refers to employees' perceptions of their obligation to their organization. Affective commitment is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged Affective commitment as the “desire” component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. These three types of commitment are seen among the employees serving in the Banks in Tamil Nadu.

According to Wikipedia, in organizational behavior and industrial and organizational psychology, organizational commitment is the individual's psychological attachment to the organization. The basis behind many of these studies was to find ways to improve how workers feel about their jobs so that these workers would become more committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship behavior, and job performance. Some of the factors such as role stress, empowerment, job insecurity and employability, and distribution of leadership have been shown to be connected to a worker's sense of organizational commitment.

In spite of well managed culture and work environment prevailing in Indian Public Sector Banks in Tamil Nadu, there are youngster joining a Bank and leaving early is also seen.

Organizational commitment can be contrasted with other work-related attitudes, such as job satisfaction, defined as an employee's feelings about their job, and organizational identification, defined as the degree to which an employee experiences a 'sense of oneness' with their organization. At the same time, Tamil Nadu based Public Sector Banks such as Indian Bank and Indian overseas Banks shows the corporate culture which is at per month other Public Sector Banks and significantly differ when compare with private sector Banks.

Organizational scientists have also developed many nuanced definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which was developed to integrate numerous definitions of commitment that had been proliferated in the literature. Meyer and Allen's model has also been critiqued because the model is not consistent with empirical findings, and may not be fully applicable in domains such as customer behavior. There has also been debate surrounding what Meyers and Allen's model was trying to achieve better employee commitment how the factors pertaining to employee commitment contribute to the success of the Banks in Tamil Nadu.

Affective Commitments is defined as the employee's positive emotional attachment to the organization. Meyer and Allen pegged Affective Commitments as the “desire” component of organizational commitment. An employee who is affectively committed strongly identifies with the goals of the organization and desires to remain a part of the organization. This employee commits to the organization because he/she “wants to”. This commitment can be influenced by many different demographic characteristics: age, tenure, sex, and education but these influences are neither strong nor consistent. The problem with these characteristics is that while they can be seen, they cannot be clearly defined. Meyer and Allen gave this example that “positive relationships between tenure and commitment maybe due to tenure-related differences in job status and quality” In developing this concept, Meyer and Allen drew largely on Mowday, Porter, and Steers's (2006) concept of commitment, which in turn drew on earlier work by Kanter (1968). This is clearly invisible in senior employees of the Banks in Tamil Nadu shows better commitment when compare with their younger counter parts.

Continuance Commitment is the “need” component or the gains verses losses of working in an organization. “Side bets,” or investments, are the gains and losses that may occur should an individual stay or leave an organization. An individual may commit to the organization because he/she perceives a high cost of losing organizational membership (cf. Becker's 1960 "side bet theory” Things like economic costs (such as pension accruals) and social costs (friendship ties with co-workers) would be costs of losing organizational membership.

But an individual doesn’t see the positive costs as enough to stay with an organization they must also
take into account the availability of alternatives (such as another organization), disrupt personal relationships, and other “side bets” that would be incurred from leaving their organization. The problem with this is that these “side bets” don’t occur at once but that they “accumulate with age and tenure”. The Bank employees contrimance commitment too keeps on changing according to their age, position in the Bank, experience in the Bank.

Normative Commitment

The individual commits to and remains with an organization because of feelings of obligation, the last component of organizational commitment. These feelings may derive from a strain on an individual before and after joining an organization. For example, the organization may have invested resources in training an employee who then feels a 'moral' obligation to put forth effort on the job and stay with the organization to 'repay the debt.' It may also reflect an internalized norm, developed before the person joins the organization through family or other socialization processes, that one should be loyal to one's organization.

Similar to that of Affective Commitments the senior employees of the Banks are known for better Normative commitment or obligation to serve the Bank when compare with the younger employees.

The employee stays with the organization because he/she "ought to". But generally if an individual invest a great deal they will receive “advanced rewards.” Normative commitment is higher in organizations that value loyalty and systematically communicate the fact to employees with rewards, incentives and other strategies. Normative commitment in employees is also high where employees regularly see visible examples of the employer being committed to employee well-being. This is visible in new generation Banks as the revive system followed by the Banks are better when compare with other Banks.

An employee with greater organizational commitment has a greater chance of contributing to organizational success and will also experience higher levels of job satisfaction. High levels of job satisfaction, in turn, reduces employee turnover and increases the organization’s ability to recruit and retain talent. Meyer and Allen based their research in this area more on theoretical evidence rather than empirical, which may explain the lack of depth in this section of their study compared to the others. They drew off Wiener’s (2005) research for this commitment component.

The newly staked Banks such as ICICI ‘Bank, HDFC Bank, ATS Bank, Kokk Mahindra Bank etc., are known for highly successful employees who contribute to their Banks and bring level to their respective Banks.

Research Objectives

- To identify the relationship between each of the determinants on the employee commitment.
- To measure the variation in the influence of the determinants on the employee commitment.
- To find out whether there is any significant difference in the determinants of employee commitment across the different banks.
- To investigate how the moderating variables influence the relationship between the determinants and employee commitment.

Need for The Study

This present study center of attention fully on the corporate culture influences in the bank employees in different banks. This study confined with the public sector and private sector from other segments. The study is accepted out in Tamil Nadu, which is one of the states where different types of banks are doing business.

Area of The Study

The results as shown are applicable for the selected sample of respondents from the selected branches of the banks located at the Thanjavur district only.

III. RESEARCH METHODOLOGY

Research Methodology is a scientific and systematic way of finding problem to a solution. In this research, researcher has studied various steps as mentioned above for research associated problem along with the logic behind them. For this study, researcher must know various research techniques like mean, mode, median, frequency distribution, standard deviation or CHI-Square and need to analyze that which of these techniques are relevant to his or her research. Thus for any systematic research study, a scientific approach is necessary. It is therefore, essential to conceive and plan a systematic design to arrive at an appropriate conclusion. All the business undertakings are operating in the world of uncertainty, but research design, more than any other
A combination of judgmental and convenience sampling was used in the sample selection. According to Wegner (2002), convenience sampling represents a sample drawn to suit the convenience of the researcher.

**Sample Size**

Deciding on the Size of Sample

When the sample size was being decided, the question that first emerged was ‘How big a sample did the researcher need?’ the various data collection methods and research instruments, an electronic questionnaire having questions with multiple-choice responses and a 5 point ‘Likert-type scale’ with 1 being Strongly Disagree and 5 being Strongly Agree, was selected as the survey instrument.

**Analysis and Interpretation**

Analysis and interpretation are central steps in the research process. The aim of the analysis is to organize, classify and summarize the collected data so that they can be better comprehended and interpreted to give answers to the questions that triggered the research. Interpretation is the search for the broader meaning of findings. Analysis is not fulfilled without interpretation; and interpretation cannot proceed without analysis. So, both are interdependent.

**TABLE NO - 1: ANOVA TEST BASED ON EXPERIENCE OF BANK EMPLOYEE AND DIMENSION OF CORPORATE CULTURE**

<table>
<thead>
<tr>
<th>experience of Bank employee</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Culture</td>
<td>7.218</td>
<td>.000**</td>
</tr>
<tr>
<td>Team Work</td>
<td>7.404</td>
<td>.000**</td>
</tr>
<tr>
<td>Overall Existing Culture</td>
<td>3.855</td>
<td>.002**</td>
</tr>
<tr>
<td>Overall Preferred Culture</td>
<td>2.329</td>
<td>.041*</td>
</tr>
<tr>
<td>Affective Commitment Scale</td>
<td>1.914</td>
<td>.089*</td>
</tr>
<tr>
<td>Continuance Commitment Scale</td>
<td>4.119</td>
<td>.001**</td>
</tr>
<tr>
<td>Normative Commitment Scale</td>
<td>5.691</td>
<td>.000**</td>
</tr>
<tr>
<td>Bank's Culture Assessment</td>
<td>6.695</td>
<td>.000**</td>
</tr>
<tr>
<td>Affective Banking Commitment</td>
<td>2.848</td>
<td>.015**</td>
</tr>
<tr>
<td>Continuance Banking Commitment</td>
<td>2.747</td>
<td>.018**</td>
</tr>
<tr>
<td>Normative Banking Commitment</td>
<td>1.640</td>
<td>.147</td>
</tr>
</tbody>
</table>

*Source: Data generated from the employees of the Banks*
1. ** denotes significant at 1% level.
2. * denotes significant at 5% level.

The following Hypotheses were Tested

**Ha** - There is no significant difference between the experiences of the Bank employee with respect to dimension of corporate culture.

**Hb** - There is no significant difference between the experiences of the Bank employee with respect to dimension of Team work.

**Hc** - There is no significant difference between the experiences of the Bank employee with respect to dimension overall existing culture.

**Hd** - There is no significant difference between the experiences of the Bank employee with respect to dimension continuance commitment scale.

**He** - There is no significant difference between the experiences of the Bank employee with respect to dimension affective banking commitment.

**Hf** - There is no significant difference between the experiences of the Bank employee with respect to dimension continuance banking commitment.

Since the P value is less than 1%. There is significant difference between experience with bank employee and corporate culture, Team work, overall existing culture, continuance commitment scale, banks culture assessment, affective bank commitment and continuance banks commitment.

**| Corporate | Team Work | Bank’s Culture Assessment |
---|-----------|-----------|---------------------------|
**| Pearson Correlation | .430(**) | .545(**) |
| Sig. (2-tailed) | .000 | .000 |
| N | 1060 | 1060 | 1060 |
**| Pearson Correlation | .430(**) | .399(**) |
| Sig. (2-tailed) | .000 | .000 |
| N | 1060 | 1060 | 1060 |
**| Pearson Correlation | .545(**) | .399(**) | 1 |
| Sig. (2-tailed) | .000 | .000 | .000 |
| N | 1060 | 1060 | 1060 |

** Correlation is significant at the 0.01 level (2-tailed).

**Note:** ** Denotes significant at 1% level

The correlation coefficient between Corporate Culture on Team work and Banks Culture Assessment is 0.431 and 0.545, which indicate 43.1 percentage 54.5 percentage positive relationships between Teamwork and Banks Culture Assessment is significant at 1% level.

The correlation coefficient between team work and Corporate Culture is 0.430, which indicate 43 percentage positive relationships between team work and Corporate Culture is significant at 1% level. The correlation coefficient between team work and Corporate Culture is 0.399, which indicate 39.9 percentage positive relationships between team work and Corporate Culture is significant at 1% level and similarly the other factors are positively correlated with each other.

The correlation coefficient between Banks Culture Assessment and Corporate Culture is 0.545 which indicate 54.5 percentage positive relationships between Banks Culture Assessment and Corporate Culture is significant at 1% level. The correlation coefficient between Banks Culture Assessment and team work is 0.399 which indicate 39.9 percentage positive relationships between Banks Culture Assessment and team work is significant at 1% level. The corporate culture of the bank influences the employee’s teamwork and assessment of banks culture. Similarly the team work is positively associated with the corporate culture of the banks and banks culture assessment.
IV. FINDINGS, SUGGESTION AND CONCLUSION

Findings

- The P value is less than 1%. There is significant difference between experience with bank employee and corporate culture, Team work, overall existing culture, continence commitment scale, normative commitment scale; banks culture assessment, affective bank commitment and continuance banks commitment.
- The correlation coefficient between Corporate Culture on Team work and Banks Culture Assessment is 0.431 and 0.545, which indicate 43.1 percentage 54.5 percentage positive relationships between Teamwork and Banks Culture Assessment is significant at 1% level.
- The correlation coefficient between team work and Corporate Culture is 0.430, which indicate 43 percentage positive relationships between team work and Corporate Culture is significant at 1% level. The correlation coefficient between team work and Corporate Culture is 0.399, which indicate 39.9 percentage positive relationships between team work and Corporate Culture is significant at 1% level and similarly the other factors are positively correlated with each other.
- The correlation coefficient between Banks Culture Assessment and Corporate Culture is 0.545 which indicate 54.5 percentage positive relationships between Banks Culture Assessment and Corporate Culture is significant at 1% level. The correlation coefficient between Banks Culture Assessment and team work is 0.399 which indicate 39.9 percentage positive relationships between Banks Culture Assessment and team work is significant at 1% level.

V. SUGGESTION

One of the leading challenges in management has been implementing effective human development strategies to enhance the banking performance and accountability. As a result of the emphasis on performance, researchers in human resource management have stressed effective human resources strategies such as job satisfaction, team empowerment, participative management, and strategic planning. The banking industry also concluded a achievement plan with the help of the Corporate Culture and involvement from the employees. Therefore the focus intensity and juniorstagedirector in the banking industry be supposed to obtain up their background to the pastureoriginintensity of an institute and that would save the human resourcesloyalty. However, as a future research work, the contributions of these drives in conjunction with other related corporate Culture initiatives could be carried out.

VI. CONCLUSION

Accomplish something in the features of greater than ever competition, the banking industry requirementsenhancedefficiency at all levels. This need requires the animatedobligation of all workers with the intention ofbe able to only be achieved through better Corporate Culture of the Bank. so, by means of this hypotheticalsetting it can be accomplished, with the aim of the conduct of workers, slightly than rewards or the supposed fairness of the organizational system, may be more important in the manifestation of organizationally desirable behaviors. If management applies procedures and treats employees with their superior values, they will directly influence employees' commitment and organizational development of the banks.

REFERENCE