A Study on the Impact of Organizational Culture on Intention to Quit Among Working Women in Educational Sector in Bangalore

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ABSTRACT

Organisational culture has become a crucial element for organisational change and impacts the organisational performance. A company's culture is a reflection of the company's core value. The paper aims to understand the impact of organisational culture on intention to leave among working women in the education sector in Bangalore city. Education is recognized as a powerful means to create a sustainable society. Organizational culture operates on many layers the whole organization, departmental or team, as well as the individual. organizational culture is recognized primarily during times of crisis management instead of leveraging it to improve institutional and management performance. Quantitative primary data was collected using a questionnaire. 100 questionnaires were distributed to working women in certain parts of Bangalore city in the Educational sector out of which 70 usable questionnaires were returned with complete information. The data was analysed using Microsoft Excel and interpreted in the form of graphs and charts for presenting the results. Secondary data from existing articles, journals was also collected. The findings indicate that creating a conducive work environment is imperative so that employees can reach their full potential. Things like Better job role, working environment, work timings, reduce work pressure transportation facility staff support, salary with timely bonus, maternity benefits work from home option, appreciation and recognition for their work and income cases even provide mentoring were Suggestions given by the working women to improve the organisational culture. The benefits of having a good work environment benefits both the organisation and the employees. This ensures that the free environment make employees feel more relaxed without any burden of pressure. Organizational culture should reflect the company's core value and bring success to the organisation.

KEYWORDS: Organisational culture, conducive work environment, Educational sector, Organisational performance

I. INTRODUCTION

A company cultural can be a powerful tool to attract the best candidate to work for the organization. It makes employees more productive and creates a positive attitude impacting sales, profit and employee morale and reducing turnover. Employees that feel valued enjoy autonomy in their jobs, perform better and can make better decisions that bring success to the organization. Organizational sets standards Organization culture consists of shared belief, employee perception, behavior and values laid down by the organization to prescribe the way the organization is run and everything the enterprise does. There is no one –size fit culture for all organizations, each organization designs one that will fit its unique needs.

In today's world higher education in recent history has seen the increase of women leaders, faculty. There has been a rapid growth in the number of working women faculty members which is crucial of the implications of the future The change in the college environment from a male domain too often hostile to women to one now evolving into a welcoming place encouraging personal and professional growth for working women Institutions of higher education are facing the pressures to innovate and adapt to the changing environment . As these institutions seek means to manage, adapt, and survive, attention has been given to studying organizational culture. A company with strong culture offers promotions, training and career development opportunities to keep their employees motivated. employees give their best and aim towards achieving organizational goals. Organization culture is rarely defined, but is felt. A qualitative system where employees feel comfortable and motivated in a given environment is essential. Employees want to be part of the decision making that affects their work. It becomes important for organization to create a positive attitude, a feeling of belongingness and sense of involvement about their work. Importance should be given to employee opinions and opportunities should be provided to them to be heard. Openness from the senior leadership will also make

subordinates more open to new ideas. Culture that is developed over a period of time defines how an employee is valued and developed in an organization. Organization Culture needs to be created with gender sensitization and diversity in mind to succeed.

Organizational culture in higher education institutions involves continuous involvement of teachers and student, teacher and teacher and teacher and management. This not only helps to foster personal and professional skill but also inter group and intra group relations harmony. This environment is needed in education institutions to inspire employees to work towards a common goal which will increase the strength, durability and quality of the organization's structure, and ultimately improve its performance.

conformity of style throughout a conference proceeding. Margins, column widths, line spacing, and type styles are built-in; examples of the type styles are provided throughout this document and are identified in italic type, within parentheses, following the example. Some components, such as multi-levelled equations, graphics, and tables are not prescribed, although the various table text styles are provided. The formatter will need to create these components, incorporating the applicable criteria that follow.

II. REVIEW OF LITERATURUE

Robbins (1995) suggests that organizational culture is concerned with how employees perceive the characteristics of an organization's culture, not with whether or not they like them. He suggests that it is a descriptive term and therefore research on organizational culture has sought to measure how employees see their organization.

Clark (1997) argues that women are not satisfied with the jobs they have been allotted, they need safe working environment and need cooperative co-workers, and feel left out of the decision-making process, they require more rights and feel that they are separated from the organization.

Spector (1997) found that most organizations that ignore the working environment, creates an adverse effect on the performance of their employees. As per this study, working environment is a combination of factors, like job security, cordial relations with co-workers, adequate recognition, motivation to perform better and involvement in decision making. He found that the more employees feel needed in the organization, the deeper their commitment to the organization.

Cameron and Quinn (1999) suggest organizational culture refers to the underlying values, assumptions, expectations, collective memories, and definitions present in the organization. It represents how things are done in a company. It explains that the prevailing idea that people carry inside their heads is that culture is very important to them on an individual level. It displays a sense of identity and provides untold guidelines for how to get along and enhances the structure of the systems that they work in.

Opperman (2002) stated that, working environment means those processes, systems, structures, tools or conditions in the workplace that impact favorably or unfavorably individual performance. He further explains that working environment means the rules, resources, location both internal and external that influences the ways employees' function and leads to better job involvement and satisfaction.

Chandrasekar (2011) argues that an organization needs to work more on the environment so that it helps the employees become more productive and increase the profits of the company, he also found that human relations and interactions have a very important role in keeping the employee satisfied in the organization, and rather than using monetary benefits, other qualitative benefits such as skills, time and energy have to be provided to the employees to improve their overall performance in the organization.

Sekar (2011) argues that workplace and tools of work become integral to the work. The management needs to realize that organizations that focus more on personal encouragement and creating a good work environment for employees, are creating a better environment especially as these factors create a workplace that become an integral part of the work, as these factors affect productivity and dictates how to maximize it.

Bakotic&Babic (2013) in this study it was observed that employees who work under situations that are difficult do not feel satisfied in the job, the management needs to work on improving the work culture and creating a more stable work environment to make employees feel more satisfied and their performance level increases.

III. STATEMENT OF THE PROBLEM:
Every organization has certain values, norms and beliefs that play an important role in creating attitudes and behavior in the employees. Organization culture affect the way in which employees feel about their workplace and interact with amongst each other, and this is true especially when it comes to women employees. Women employees having a relaxed working environment and interpersonal relationships give their best work creating a conducive organizational culture become almost essential to improve the overall effectiveness and productivity of an organization. Every organization brings with it a sense of corporate culture which make employees feel a sense of belongingness and responsibility to the goal on the company. Once a company establishes a strong organizational culture it becomes a tool to increase efficiency, productivity and commitment of employees. The most important prerequisite for shaping the organizational culture of a higher education institution is seemingly the understanding that it is a holistic entity, and it requires only a comprehensive approach to the process of its shaping or changing, as well as a wide range of planning efforts. Organizational culture for an educational institution especially plays in the fulfilment of the university strategy and maintaining efficient interaction with the outside world. Thus, organizational culture has a strong positive impact on company's ability to be competitive and be a success.

IV. OBJECTIVE OF THE STUDY:
A. To understand the importance of organizational culture.
B. To evaluate how organizational culture has an impact on intention to leave an organization
C. To study the measure that can be taken to improve organizational culture.

V. RESEARCH METHODOLOGY:

The purpose of the study is to study the importance and impact of organizational culture on intention to leave an organizational among working women

Respondents consisting of working women in Education sector from Bangalore City.

Research instrument: Structured questionnaire.

Sample size: 100 (70 useable)

Sampling Technique: Convenient& Random Sampling Technique.

Data Collection: Primary data has been collected using a questionnaire from working women from administration, inventory handling, sales, billing stores in charge, stock management and accounting. Secondary data was collected from existing available sources including papers, case studies, articles from books, magazine and journals.

Analysis of Data: Once the data has been collected through questionnaire and interview the data was analyzed using Microsoft Excel. The data was keyed into statistical tables and presented in the form of charts to facilitate results and interpretation.

VI. LIMITATIONS:

The current study has some limitations. The outcome of the study is not precisely accurate as the sample size is too small. There is a lack of geographical coverage because this study as only few Educational institutions were selected in certain areas in Bangalore cit.

VII. DATA ANALYSIS AND INTERPRETATION

For the purpose of understanding the impact of organizational culture general information and primary Data was collected form appropriate respondents consisting of working women in the education sector

A. Charts on Basic Information of the respondents
### Chart 1: Respondents age brackets
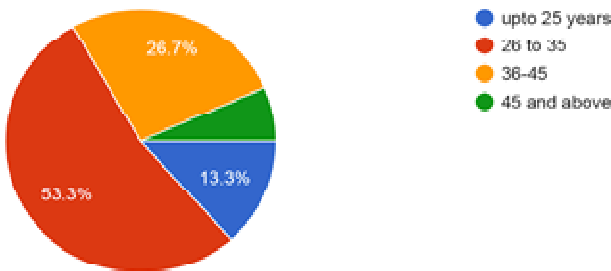
From the above chart it can be seen that the majority of the respondents that is 53.3% are from the ages 25-35, followed by 26.7% the age bracket of 36-45, hence most of the respondents are those who have been in the particular field and working for more than 4 to 5 years and have a sense of what they want from the organization, and what are their needs to remain in job.

### Chart 2: Education qualification of respondents
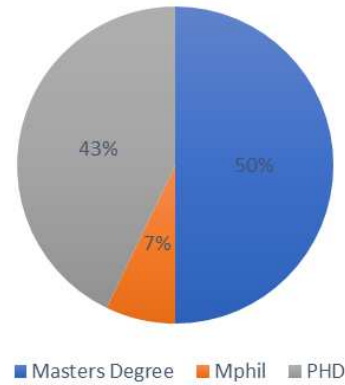
The above graph shows the basic education qualifications of the respondents, it can be seen that 50% of the respondents hold a master's degree which is the basic qualification to be a lecturer. Avery good percent of respondents 43% have also completed their Ph.D. are teaching the post-graduation level. this shows that most of the respondents are holding higher positions in the organizations and are those who are career motivated than just working a job.

Chart 3: Salary scale of respondents
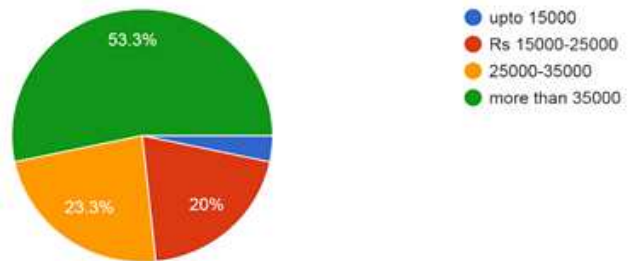
The chart above presents the salary scales of the respondents, majority of the respondents that is 53.3% of the respondents are from the above Rs.35000 per month scale closely followed by 23.3% in the Rs.25000-35000 category, the least being those earning less than Rs. 15,000 a month Salary scale indicates that the respondents have been in the company for a long time and in higher level positions where job knowledge retention is very important for an organisation.

Chart 4: Work Experience in the organisation
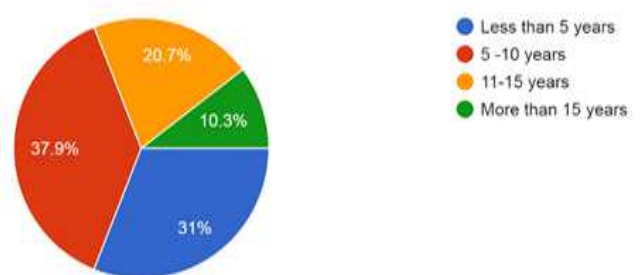
The chart above presents the respondents work experience in terms of the number of years. The findings show that 37.9% of the respondents had worked at the organization for 5 – 10 years, 31%for less than 5 years while 20.7% had worked for 11- 15 years, and 10.3% for more than 15 years year. Thus, majority of the respondents have worked at their organizations for at least 5 years which shows that they have adequate experience and views on what they want and are satisfied in the organization they are currently working in as they have remained there for a long time.

## Qualitative Data based on Likert Scale

Charts based on the Likert scale where respondents were asked to indicate their agreement or disagreement about a particular point in relation to the organizations culture and their impact on their staying in the job. A Likert scale with the options of 5- Strongly agree, 4- Agree 3-Neutral, 2-Disagree and 1- Strongly Disagree were selected by the respondents.

### Chart 5: Respondents comfortableness at the job.
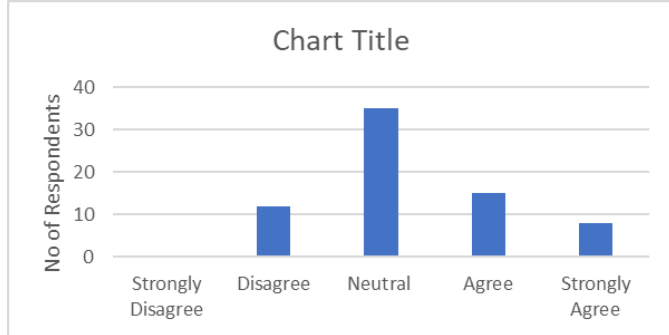
It can be seen in the above chart that most respondents remain neutral to their comfort in the job followed by over 8 respondents agreeing to be comfortable in their work environment. This shows that most employees do not expressively feel that their jobs are comfortable to work in.

### Chart 6: Respondents feel that they are respected by their teams
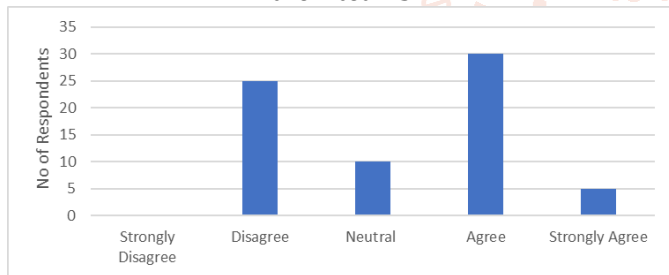
From the above chart it is clear most of the respondents have a mixed reaction to what they feel respected in their jobs. While the second largest opinion is that they do not feel respected in their jobs. It shows that most respondents as they move in the career ladder feel more respected and work better as teams.

### Chart 7: Respondents feel that success is celebrated at their work.
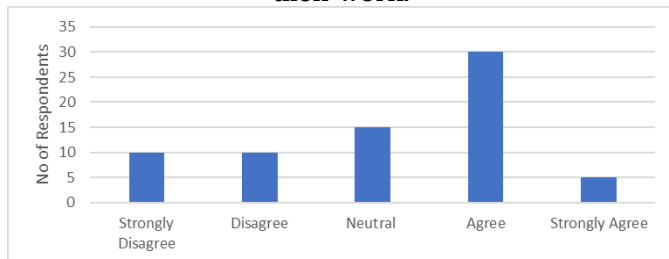
The above chart clearly indicates that most of the respondents that is more than 30 out of 70 feels that their success is definitely celebrated in their work, which in turn makes them more willing to work and stay in the organization. While a few do feel that their successes are not acknowledged at work, this needs to be something the company works further on as it is important for organizational development.

### Chart 8: Organization provides a safe working environment
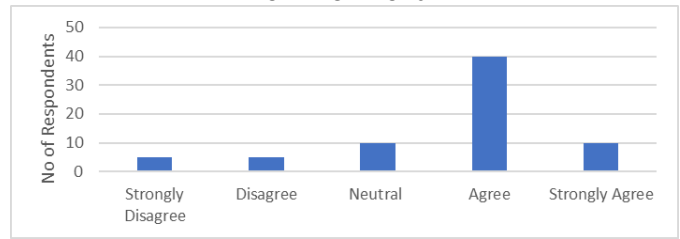
In the figure above more than 40 respondents agree that they feel safe in their jobs, employees need to feel that they are physically and mentally safe at the job, which also means proving job security to the women employees. A trend that can be seen here is that while most agree that they feel secure the next highest opinion is that the organization does not make them feel safe in the job, which shows it is a factor that those particular organizations have to look into.

Chart 9: Organisation respects diversity at work
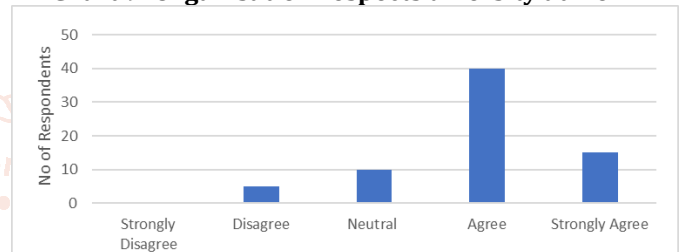
The above chart shows that most women agree about the divesity policy in the company wich speaks for the fact that most organisations do not have a good diversity policy, most women feel neutral about the factor which means that the companies don't have a very strong in take and promotion policy when it comes to women in the workforce.

Chart 10: Organisation treats women with respect
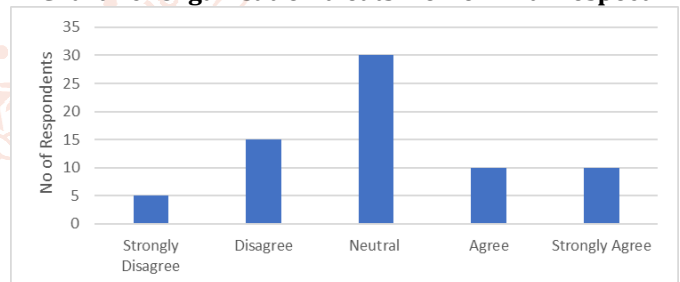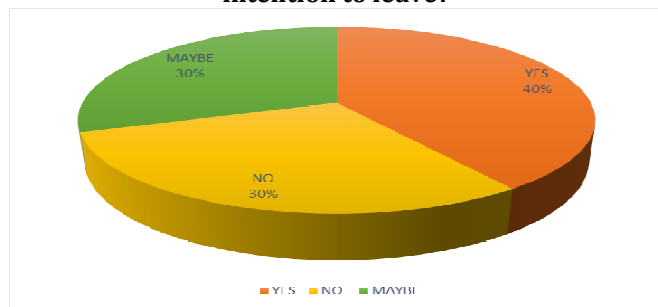

In the above chart it is again clear that a majority of the respondents feel neutral regarding how they are treated in the organisation, there is an uneven distribution in strongly agree and disagree which shows certain organisation have a good working culture regarding women employees while some don't.

Chart 11: Organisation has a culture of team work and co-operation.
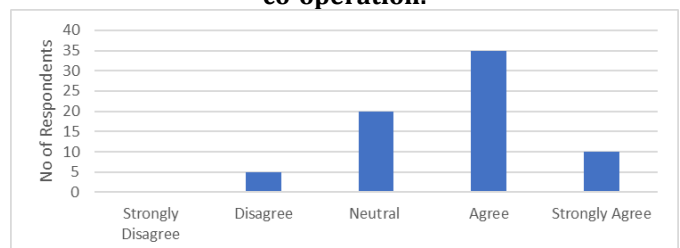
In the above graph represents respondents answer, to whether their current organisation has a work culture of encouraging team work with one another is present. The majority again feel that their organisation remains neutral about this particular indicator while others agree that it does have a good culture that encourages co-operation. This shows that more efforts have to be put by organisations to encourage team effort, team building and team cohesiveness in the job.

Chart 12: Does the organisation culture impact your intention to leave?

From the above chart it is clear as that a majority of the women that is more than 40% consider the organisation culture, while deciding on staying at the job. It is also considered one of the more important factors that influence a person's decision to stay on in the job.

VIII.   FINDINGS AND SUGGESTIONS:
From the study it can be found that Organisational culture does have a positive impact on retaining women in a particular job.

1. It was found that most women employees who considered remaining in the job and had an opinion on the work culture where between the ages of 25-35 and where in the higher scale of income.

2. Most women in higher levels at their jobs are holding based on their qualifications.

3. The average work experience of the respondents in this study is more than 5, which shows opinions of women who have remained in the work environment for a longer period.

4. The study shows that women don't feel very comfortable in their jobs and remain ambivalent about it.

5. They feel better to work in teams and have a more positive experience when working with teams.

6. Women feel that their success are celebrated, while quite a large number though not a majority again feel neutral about it which shows lack of adequate appreciations procedures in companies.

7. Women feel very safe in their jobs, physical and mental safety being primary indicators of how women remain in a particular situation, this is a very positive sign for the companies.

8. Most women feel there is a lack of diversity policies in the organisations; hence a harder look has to be made to ensure that more employee friendly policies inclusive of all sectors should be brought into the company.

9. Women again feel neutral regarding the importance of women in their work culture, which is a negative indication of how the company is functioning and a

more progressive HR policy needs to be made for the same.

10. Women feel that their organisation have a good sense of team building and cohesiveness, but again respond neutrally to whether the organisation has put up efforts to build the same. Organisation culture should have a broader team and co-cooperativeness among employees as it builds a person want to stay in the job.

11. Most women consider the organisation culture as an important factor before deciding on staying or leaving a particular job.

12. Most answers show a positive look at today's work environment, while feeling appreciated, most women do not have any real time policy changes in their companies that would induce them to remain in the job.

The study shows that creating a conducive work environment is imperative so that employees can reach their full potential. The benefits of having a good work environment benefits both the organisation and the employees. This ensures that the free environment make employees feel more relaxed without any burden of pressure

Things like Better job role , working environment , work timings , reduce work pressure transportation facility staff support , salary with timely bonus ,maternity benefits work from home option, appreciation and recognition for their work and income cases even provide mentoring were Suggestions given by the working women to improve the organisational culture .These factors are important and needs to be considered as it impacts the commitment of employees and the future performance of an organisation.

IX.   CONCLUSION:
The work culture affects the way employees feel about a particular job, it plays a very large role in keeping employees loyal to the organisation, for women their wants and needs run more towards appreciation and better job development than monetary benefits alone. A strong system where the importance of every strata in society is given due diligence has to be found. When an employee feels more engaged in the job, they will communicate better and also work self-motivated for the organisation. Organisations have to work towards having stronger HR policies especially towards women employees as they constitute almost half of the workforce. Organisational culture is the shared values, rituals, myth and practices that evolved over time. Especially for an education unit there is always a system in place resting on knowledge and learning which serves as the platform for internal relations between management, employees and students and also external relations with collaborators, parents, prospective students and competitors. These values and experience determine what employee perceive and how they respond to the world. The complexity and diversity of these relationships lead to a dynamic organisational culture is important for developing positive attitudes and the building engagement. The higher education institution assumes its role as an organizational actor and chooses its own strategies of action in the context of the socio-economic challenges of the contemporary society, playing an important role in building the infrastructure of knowledge, while expanding at the same time the territory of the shared beliefs and values.

X.   References

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