



Influence of Work Culture on Employee Satisfaction and Customer Satisfaction of Select Public and Private Sector Banks in Ernakulam District

AMALA MARY K S

St. Alberts College , Ernakulam, India

1 INTRODUCTION

Banking is considered one of the important contributors to the economic growth of a country. It serves as the major channel for all activities. So the banking sector facing many difficulties that are changing customer needs and expectations, the impact of technology, competition among both private and public sector banks, etc. the present study has been taking up to investigate these challenges and needs. Focus is on 3 important variables of the banking industry that is, customer satisfaction, work culture, and employee satisfaction, etc., and studies the relationship between the above variable. The main objective of the study is to investigate the satisfaction level of customers and employees satisfaction and also see the impact of work culture.

2 SIGNIFICANCE OF THE STUDY

The significance of the research lies in the explosion in the size and significance of the Banking industry in the last two eras. Supposedly, it seems that the banking industry is Growing well and will be running smoothly in the years to come. Yet there are increasing challenges before it and it will not only have to introspect but formulate the policies which could help it in growing consistently. Both public and private sector banks are facing various challenges. They should be managing customers as well as employees of the organization. The work culture in an organization scripts the formula of success by involving the employees and creates a bonding between employees and organization and thus delivers best service to its customers by understanding their changing needs and provides greater customer satisfaction. The study of the link of three variables namely customer satisfaction, work culture, and employee satisfaction will be an addition in the body of existing knowledge and important for the banking industry which is striving to increase its profit in order to survive in this competitive scenario.

3 STATEMENT OF PROBLEM

Both public and private sector banks are facing numerous challenges. The work culture is an organization that scripts the formula of success by involving the employees and creating bonding between employees and organization and thus delivers quality services to its clients by understanding the needs of customers and giving better service. Here we study the variables namely customer satisfaction, work culture, and employee satisfaction. And the work culture is different for both private and public sector banks.

4 OBJECTIVES OF THE STUDY

The major motivation of this study is derived from several studies. We all know Client satisfaction and employee satisfaction are required for the profit and growth of banks. The objectives of the studies are:

- To measure the customer satisfaction of the select banks
- To measure the employee satisfaction of the select banks.
- To measure the work culture of the select banks.
- To study the relationship between workplace culture and employee satisfaction.
- To study the relationship between workplace culture and customer satisfaction.
- To analyze the influence of work culture on employee satisfaction and customer satisfaction.

5 METHODOLOGY

For the study, both primary data and secondary data are used. Primary data are collected through a sample survey in the study area with the help of a questionnaire designed for the purpose. A mixture of judgmental and convince sampling is undertaken. Both qualitative and quantitative analysis is undertaken for the primary data.

6 AREA OF THE STUDY

The study focuses on "INFLUENCE OF WORK CULTURE ON EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION IN SELECT PUBLIC AND PRIVATE SECTOR BANKS." The banks from Ernakulum District are taken for the study. In total 29 banks, operating in Ernakulum. These were stratified into six groups based on their historical background given in the following table.

Groups of Banks

1.State Banks	2. Public sector banks	3.Cooperative Banks
4.Old Age Private Sector Banks	5.New Age Private Sector Banks	6. Foreign Banks

In my study, I take public sector banks and private sector banks from this group of banks, and data is collected from Ernakulum District only. In public sector banks, only two banks are selected that are SBT and Bank of Baroda. And private sector banks include ICICI Bank and Federal Bank.

Selected Four Banks

Group	Selected Banks
Public Sector Banks	SBT ,Bank Of Baroda
Private Sector Banks	ICICI Bank, Federal Bank

SELECTION OF SAMPLE

This study is based on simple random sample method which comes 100 samples.

SOURCES OF DATA

Here, primary and secondary data are used. Primary data are collected through a sample survey in the study area with the help of a questionnaire designed for the purpose. The secondary data includes books, journals, publications, and the internet.

TOOLS OF DATA ANALYSIS

In total, 200 questionnaires were distributed to both types of respondents. A hundred questionnaires were distributed personally to the customers of the selected branches and 100 were given to employees of the selected branches. The information of all the questionnaires was coded and entered in the computer by using Microsoft Excel Software and entered data were manually checked to verify the correct entry of the data. Statistical Package of SPSS was used to do the required statistical analysis.

The data (variables) of customers and employee respondents were analyzed using a t-test. The t-test shows in this study the difference between two independent sample groups related to 20 types of background variables of employees and 21 types of background variables of customers. Total 61 variables in both customer satisfaction survey and employee satisfaction survey questionnaire. 20 variables regarding customer satisfaction and 20 regarding employee satisfaction and 21 regarding work culture. And both of the questionnaires include profiles of the customers and employees. The T-test is used to analyze the relationship between work culture in private and public sector banks, and for analyzing the relationship between employee satisfaction in public and private sector banks, and to analyze the relationship between customer satisfaction in public and private sector banks.

Here we check the correlation between work culture and employee satisfaction and correlation between work culture and customer satisfaction and the correlation between employee satisfaction and customer satisfaction.

The determinants of influence of work culture on customer satisfaction and employee satisfaction were found out using regression.

7 SCOPE OF THE STUDY

- There is further scope for studying the impact of work culture on client satisfaction.
- Perception of bank employees regarding banking products and services.
- Perception of bank employees about the bank management and their customers.
- A Comparative Study on the Satisfaction of Customers towards the New Technology Adopted by Public and Private Sector Banks.

8 SIGNIFICANCE OF THE STUDY

The significance of the research lies in the explosion in the size and significance of the Banking industry in the last two eras. Apparently, it seems that the banking industry is Growing well and will be sailing smoothly in the years to come. Yet there are growing challenges before it and it will not only have to introspect but to formulate the policies which could help it is growing consistently. Both public sector banks and private sector banks are facing various problems. They should be managing customers as well as employees of the organization. A good work culture of an organization create employee satisfaction so the employees delivers quality service to its customers by understanding their changing needs and provides greater customer satisfaction. The study of the link of the three variables namely customer satisfaction, work culture, and employee satisfaction will be an addition to the body of existing knowledge and significant for the banking industry which is striving to increase its profit to survive in this competitive scenario. This study empirically tests some of these notions and lends credence to the right ones.

9 LIMITATIONS OF THE STUDY

- The study is based on the opinions uttered by the bank employees. Opinions are likely to vary over time and further the opinions depended upon the psychological temperament of the respondent.
- The study is confined to major areas of Ernakulum District. Thus, the findings may not apply to other parts of the state because of variations in perceptions and results may not be representative of the general satisfaction level of customers and employees in the country as a whole.
- Another limitation of the study is the sample size of the study is too small. It is limited to 200 samples only, and it's based on the Ernakulum district so we can't generalize the results.
- The study deals with human behavior and therefore it cannot be consistently applied at all times.
- Satisfaction level to various factors may vary from person to person.
- Employees may not to co-operate.
- The study may be obsolete because of changing environment and needs.

10 REVIEW OF LITERATURE

Any study based on a prime survey through a predesigned questionnaire suffers from the basic limitation of the possibility of difference between what is recorded and what is the truth, there is no matter how did the questionnaire has been defined and the field investigation conducted.

- The study is based on the opinions uttered by the bank employees. Opinions are likely to vary over time and further the opinions depended upon the psychological temperament of the respondent.
- The study is confined to major areas of Ernakulum District. Thus, the findings may not apply to other parts of the state because of variations in perceptions and results may not be representative of the general satisfaction level of customers and employees in the country as a whole.
- Another limitation of the study is the sample size of the study is too small. It is limited to 200 samples only, and it's based on the Ernakulum district so we can't generalize the results.
- The study deals with human behavior and therefore it cannot be consistently applied at all times.
- Satisfaction level to various factors may vary from person to person.
- Employees may not to co-operate.
- study may be obsolete because of changing environment and needs.

11 DATA ANALYSIS AND INTERPRETTION

A SIGNIFICANT RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION AND WORK CULTURE

To test the null hypothesis is that "There is no significant relationship between employee satisfaction and work culture", so that we take correlation for testing the significance. The table depicts the computed result of the relationship between work culture and employee satisfaction.

H01 There is no significant relationship between work culture and employee satisfaction level.

Descriptive Statistics on work culture and employee satisfaction level.

Descriptive Statistics

	Mean	Std. Deviation	N
workculture1	3.4174	.83044	100
employee satisfaction1	3.6906	.80764	100

Correlations work culture and employee satisfaction level.

		workculture1	employee satisfaction1
workculture1	Pearson Correlation	1	.990**
	Sig. (2-tailed)		.000
	N	100	100
employee satisfaction1	Pearson Correlation	.990**	1
	Sig. (2-tailed)	.000	
	N	100	100

Correlations

Correlation is significant at the 0.01 level (2-tailed) between the two variables.

The table indicates the Pearson correlation for the work culture and the employee satisfaction, here the significance level is .990 and it is highly correlated, so the null hypothesis is rejected. That means there is a significant relationship between workplace culture and employee satisfaction.

A SIGNIFICANT RELATIONSHIP BETWEEN CUSTOMER SATISFACTION AND WORK CULTURE

To test the null hypothesis is that "There is no significant relationship between customer satisfaction and workplace culture", so that we take correlation for testing the significance. The table depicts the computed result of the relationship between workplace culture and customer satisfaction.

H02 There is no significant relationship between workplace culture and customer satisfaction level

Descriptive Statistics on the work culture and customer satisfaction level

Descriptive Statistics

	Mean	Std. Deviation	N
workculture1	3.4174	.83044	100
customer satisfaction1	3.6255	.65019	100

Correlations on work culture and customer satisfaction level

		workculture1	customer satisfaction1
workculture1	Pearson Correlation	1	.991**
	Sig. (2-tailed)		.000
	N	100	100
customer satisfaction1	Pearson Correlation	.991**	1
	Sig. (2-tailed)	.000	
	N	100	100

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

The table indicates the Pearson's correlation on work culture and customer satisfaction level. Here the significance level is .991 and it is highly correlated, so the null hypothesis is rejected. So we can conclude that there is a significant relationship between work culture and customer satisfaction level.

A SIGNIFICANT RELATIONSHIP BETWEEN EMPLOYEE SATISFACTION AND CUSTOMER SATISFACTION OF SELECTED BANKS

H03 There is no significant relationship between employee satisfaction level and customer satisfaction level.

Table descriptive Statistics on employee satisfaction level and customer satisfaction level.

	Mean	Std. Deviation	N
employee satisfaction1	3.6906	.80764	100
customer satisfaction1	3.6255	.65019	100

Correlations on employee satisfaction level and customer satisfaction level.

		employee satisfaction1	customer satisfaction1
employee satisfaction1	Pearson Correlation	1	.992**
	Sig. (2-tailed)		.000
	N	100	100
customer satisfaction1	Pearson Correlation	.992**	1
	Sig. (2-tailed)	.000	
	N	100	100

** . Correlation is significant at the 0.01 level.

The table indicates parson's correlation between customer satisfaction and employee satisfaction. Here significance level is .992 and it is highly correlated, so that the null hypothesis is rejected. That means there is a significant relationship between customer satisfaction and employee satisfaction.

A SIGNIFICANT INFLUENCE OF WORK CULTURE ON CUSTOMER SATISFACTION AND EMPLOYEE SATISFACTION

Regression

H04 There is no significant influence of work culture on employee satisfaction and customer satisfaction.

Model Summary on work culture on employee satisfaction and customer satisfaction.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.991 ^a	.982	.982	.08775

a. Predictors: (Constant), work culture.

ANOVA^a on work culture on employee satisfaction and customer satisfaction.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.062	1	41.062	5332.280	.000 ^b
	Residual	.755	98	.008		
	Total	41.817	99			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), work culture

Table Coefficients on work culture on employee satisfaction and customer satisfaction.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1	(Constant)	.397	.048	8.352	.000
	workculture	.964	.014	71.270	.000

a. Dependent Variable: Employee satisfaction.

The table indicates linear regression on the work culture and employee satisfaction Here the significance level is .000, and R is 0.990 and R Square is .981 it is above .and the null hypothesis is rejected which means there is influence on work culture in employee satisfaction level.

A SIGNIFICANT RELATIONSHIP BETWEEN WORK CULTURE ON PRIVATE AND PUBLIC SECTOR BANKS.

H05 There is no significant relationship between work culture in private and public sector banks.

Table 5.28 Group Statistics on work culture in private and public sector banks.

Group Statistics

	PUBLICORPRIVATE	N	Mean	Std. Deviation	Std. Error Mean
Customersatisfaction	PUBLIC	50	3.6804	.63456	.08974
	PRIVATE	49	3.5480	.65226	.09318

12 FINDINGS OF THE STUDY

The main findings of the studies are given below;

- There is a significant relationship between workplace culture and employee satisfaction. Here we are select different factors for employee satisfaction that include salary, location of branch, recording system, senior-junior relationship, management concern about employees, promotion policy, physical facilities, opportunities for growth and safety, etc. and work culture include decision making power, senior-junior relationship, absenteeism level, taking initiatives, adopting technologies, responsibility-sharing, organizational rules, and regulations, overtime, training, etc. the parametric test parsons correlation shows a positive correlation, work culture and employee satisfaction highly correlated. So that's why there is a significant relationship between workplace culture and employee satisfaction.
- There is a significant relationship between workplace culture and customer satisfaction. Customer satisfaction factors are the location of the branch, the sufficiency of branches, ATM facilities, transactions, and fund transfer system, employees behaviors, knowledge of employees, the performance of banking products like S.B A/C, C. An A/C, D.A A/C, F.D, and personnel loan, home loan, vehicle loan, jewel loan, etc. the Pearson's correlation shows the work culture and the customer satisfaction highly positively correlated. so there is a significant relationship between workplace culture and customer satisfaction.
- And next is there is a significant influence of work culture on employee satisfaction and customer satisfaction. The linear regression is used to find out the influence of work culture on the two variables. And its shows there are an influence of work culture on employee satisfaction and customer satisfaction.

13 CONCLUSION

The study summarized in this report highlights the relationship between employee attitudes and customer satisfaction with the influence of work culture. Employees feel about their job has an impact on their work experience, and also it leads to customer satisfaction, sales, and profits of the business. Employees can highly contribute to an organization's success by having a customer-oriented approach in their work and their work-related interactions. Employee satisfaction is the final result of a holistic approach that involves planned steps such as:

1. Identify main causes of dissatisfaction among employees of the bank
2. Conduct the studies of best practices in selected other banks
3. Monitor employee satisfaction continuously

14 SUMMARY AND SUGGESTIONS

A number of recommendations have been draft based on these findings, which are listed below:

- Public Sector / private sector banks: During the course of study, it is found that the clients of private sector banks are more satisfied than the clients of public sector banks in most of the dimensions except Interest rates and other Charges convenience whereas the clients of public sector banks are more satisfied than the clients of private sector banks in these two dimensions.
- Performance norms
- Customer orientation
- Give training for the new and latest technology
- Create relationships with seniors
- Participative environment.
- Disciplined and enterprising culture

OTHER SUGGESTIONS ARE GIVEN BELOW:

- Banks must make sure to their customers that their service is competitive. Thus the banks are suggested that though internet banking is useful it will improve only if the security concept is concerned more. Thus banks must concentrate further on security and withhold their customers and improve them more.
- The present form of motivation practice in existence in banks does not give ample opportunity for creativity and innovation among the employees. So the staffs who are much eager in innovative practices are attending to their job only. It weakens the overall efficiency of the employee.