

Organizational Culture and Employees' Job related Attitudes: Job Satisfaction and Organizational Commitment

A study on Banking Sector of Northern Province in Sri Lanka

D R Dissanayake

Department of Human Resource Management, University of Kelaniya, Sri Lanka.
E-mail: ranjanted@gmail.com

James Robinson

Department of Management Studies, University of Jaffna, Sri Lanka.
E-mail: robinson@jfn.ac.lk

Abstract

Prior literature addresses the role of organizational culture and its role in determining job related attitudes of employees is very limited and no study has been made to identify the organizational culture in banks that leads to positive work related attitudes of the employees. The present study has been conducted to evaluate the existing culture of organizations and identify cultural dimensions that lead to positive work related attitudes of employees. There are many approaches to measure organizational culture but in this study researchers use six dimensions identified by Hofstede et al (1990) to measure the existing organizational culture. This study has been conducted among the sample of twelve banks selected from private and public sector (with 191 respondents) of Northern Province in Sri Lanka. The set of cultural dimensions that produces highest organizational commitment and job satisfaction of employees' were clearly identified for banks. This study revealed that the combination of following cultural dimension such as result oriented, employee oriented, parochial, open, loose and normative leads to high level of organizational commitment and job satisfaction of employees in banking sector in Sri Lanka.

Keywords: Culture, Organizational culture, Attitudes, Commitment, Satisfaction