Original Article
ISSN (Online): 2582-7472

ShodhKosh: Journal of Visual and Performing Arts
May 2024 5(5), 372–385

IMPACT OF ADHOCRACY WORK CULTURE ON EMPLOYEE'S JOB IN COMPARISON BETWEEN PUBLIC AND PRIVATE SECTOR BANKS IN BENGALURU CITY

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DOI
10.29121/shodhkosh.v5.i5.2024.3864

Funding: This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

ABSTRACT

The public invests in financial organizations' cultures, just like it does in everything valuable. The standards and ideals of a bank are developed through teamwork and deeds rather than talks. Some banking institutions decide to fire personnel who don't manage in accordance with the principles and conduct that other staff members uphold. The main objective of the study is to explore an impact of adhocracy work culture on employee's job in comparison between public and private sector banks in Bengaluru city. Descriptive research methodology was followed in the present study. Researcher has collected all the primary data from the employee's job s of these branches randomly. The researcher has designed separate questionnaires followed by interview to get complete details for the study for both bank especially the employee's working in public and private sector banks. These questionnaires were constructed based on 5 point Likert's scale. To collect the data related to work culture and job satisfaction, the employees of both selected public sector banks and private sector banks working in different cadres in Bangalore City were targeted. As per the convenience of the researcher, 2127 bank employees were reached to issue and fill out the questionnaire, out of which 1195 responded, and the response rate is 56%. The research demonstrates the unique contribution for the adhocracy variables such as relational work culture, facilitating work culture, able to acquire skills and ability to adapt to the changes, attitudes, values, skills, and power of a group or individual depending on job risk., learning is encouraged, acceptance of continuous change, and career opportunities. and the work environment is highly flexible and adaptive, for the changes have a positive association with employees' job satisfaction in public sector banks. The results revealed that there is a unique contribution for the variables, such as dynamic and entrepreneurial work environments. followed by the ability to acquire skills and the ability to adapt to the changes in innovation, new ideas, and creativity. Encourages to take risks. Bank tolerates failure and re-attains for success. Learning is encouraged, as is product, process, and management innovation. and the work environment is highly flexible and adaptive for the changes significant influence on employees' job satisfaction in private sector banks.

Keywords: Adhocracy, Work Culture, Public & Private Sector Banks, Employee's Job Satisfaction.

1. INTRODUCTION

The bank understands that cooperation, communication, innovation, and organizational leadership are the most crucial elements in forming an organization's culture (Manivannan, M., and Kathiravan, C. 2017). The business works hard to enhance its culture. The business makes certain that every employee at banks is content and motivated. Every bank has a strong belief in innovation and encourages workers to provide input so that the business may be improved in a variety of ways (Abdolshah, M., et al., 2018). The bank treats its workers fairly and with respect; workers in any organization have a significant influence on the culture of the company. Four factors were used to gauge job satisfaction (Md. Faisal-E-Alam, et al., 2022). These included the possibility of compensation and advancement, general working circumstances (including heat, noise, dust, and safety), professional connections (such those with peers, superiors, and subordinates), and the application of talents and abilities (Arokiasamy, A.R.A., and Baba, R. 2019). Once more, a participative culture is crucial for raising workers' levels of satisfaction and dedication. Participation gives workers the opportunity to share influence with others in different hierarchical positions (Rohini, K., 2022). It increases responsibility because it automatically creates a mental obligation for the employee to work efficiently and be highly productive if they are given the opportunity or permission to participate in the decision-making process of their organization (Taneja, G., et al., 2008) (Kumar, I., et al., 2022). A supportive superior is one who is approachable, knowledgeable, motivating, thoughtful, understanding, demonstrates care for the needs of their subordinates, is understanding of issues, and, most importantly, is a guide (Khan, M. A. et al. 2016). (Negi, P.S. and Dangwal, R.C. 2021) found a favorable correlation between superiors' mentoring practices and their subordinates' work happiness. Work-life balance, welfare benefits, job esteem, employment atmosphere, role clarity, training, performance-based incentives, career progression opportunities, and a supportive supervisor (Saleem, M., et al., 2018). The 10 crucial elements were thought to be essential components of work happiness. Research findings indicate that one of the elements influencing employee performance is workplace culture (Das, A., 2022). Employees will remain loyal to a firm and continue to work there if the workplace culture is welcoming and supportive (Opoku, E.O., et al., 2022). Therefore, a company culture that is perceived as comforting for workers would be able to assist the improvement of workers' performance, especially bank workers (Shehri et al., 2017). According to (Krotowska and Mierzwa 2023), work culture is a model of fundamental instances used to cultural entities to address organizational problems connected to the environment (as an adaptor) and the environment, connecting the organization's colleagues as integrators. According to (Atiku et al. 2017), "the beliefs, norms, and binding shared conceptions constituted within the organization are inseparable from the fellows or workers of the organization in their work conduct." Since the organizational culture represents the distinctiveness of the entity that makes each institution unique, it will be difficult for members to contribute to their organization in a meaningful way without it (Edna, B. I., and Joel, A.S. 2021). As per the study conducted by earlier writers, work culture is a collection of conventions, norms, and values that are held by bank employees and operate as a guide for them to follow in order to accomplish an organizational task (Amah, E. 2012). Bank personnel have common systems, norms, and beliefs that influence their behavior in order to accomplish corporate goals (Christopher, E.O., et al., 2023). The way members of an organization approach their objectives and the advancement of the organization is referred to as its work culture (Dazzi, F., 2019). Entrepreneurial activity can be stimulated by organizational culture. The activity may be impacted by organizational culture, which in turn may be influenced by member performance. (Kasliwal, P.J. 2023) asserts that an organization's work culture may reveal its employees' dedication to it. According to (Gupta, V. and Agarwal, V. 2021), who illustrated the essential power of work culture, company commitment may affect organizational culture. Institutions need to establish a culture that boosts employee confidence and fosters strong conduct, coherence, loyalty, and high levels of agreement (Varma, S.R., and Saxena, N. 1990). Employee behavior may be reinforced and a positive work attitude encouraged by a strong organizational culture that is participative, solid, versatile, and mission-driven (Naveed, R.T., et al., 2016). Because their default approach when something isn't working out is to look at all the "smart" things—marketing, technology, finance, etc.—so many firms lose out on this potentially game-changing competitive edge. Banking companies have a strong competitive advantage due to their cultures (Momani, B., and Amand, S. 2015). A positive workplace culture may be attributed to a number of factors, including the importance of leadership in comprehending and upholding the mission, values, and vision of the organization (Methode, K. et al. 2019). Directors need to lead by example by exhibiting the beliefs, attitudes, activities, and measures that make up culture. Without the other components, values have no significance. The public invests in financial organizations' cultures, just like it does in everything valuable (Olanrewaju, L.B. Eatl, 2019). The standards and ideals of a bank are developed through teamwork and deeds rather than talks. Some banking institutions decide to fire personnel who don't manage in accordance with the principles and conduct that other staff members uphold (Obijiaku, O. 2019). Others achieve the same goal in a more constructive way. Bank employees at all levels monitor and validate the cultural components. They evaluate all management choices, including hiring, rewarding, promoting, and firing coworkers, in their capacity as owners (Raza, I., 2021). Due in significant part to their ability to quickly disengage from workers who have values issues or change unproductive practices, banks with properly defined and enforced cultures have high levels of staff and customer loyalty (Luu, H. N., et al., 2023). Careful management of this self-reinforcing source of operational leverage is necessary to prevent the emergence of rigid cults with little potential for change (Al-Swidi, A. K., and Mahmood, R. 2011). Periodically, high-performing banks come back and repeat their basic principles and related actions. Additionally, they frequently support initiatives that call for ongoing benchmarking and the pursuit of best practices both within and outside the financial institution (Aldhuwaihi, A., et al., 2012). Effective leadership succession is fostered in banks with robust and flexible cultures. To a great extent, the culture facilitates the transition and prepares successors (Garg, K., 2018). Cultures may be disagreeable. Success itself, a lack of curiosity and interest in change, the triumph of culture over performance, leaders' inability to reinforce desired behaviors, the breakdown of consistent communication, and leaders consumed by their own sense of significance are some of the causes of this (Mishra, R., et al., 2019).

2. LITERATURE REVIEW

Anthropology is the source of the idea of culture. The term "culture" has been widely used by sociologists, anthropologists, and behavioral scientists (Khan, M. A. et al., 2016). But the idea of organizational culture is not the same as the idea of culture in sociology. The whole development of a person's personality and society is the goal of societal culture (Prasad, A.B., et al., 2022). The collective view of workers who work and survive within the company is known as the work culture. According to (Negi and Dangwal 2021), it is the culmination of all individual opinions about the rules, methods, and practices of the company. It is the collection of quantifiable aspects of the workplace that members either directly or indirectly perceive as having an impact on their productivity and job satisfaction. According to (Aondona 2020), culture is something that a community develops throughout time as a means of resolving issues related to internal integration and survival in an external context. The collective vision of the members is reflected in the work culture. According to (Nwakoby, 2019), an organization's vision is useless if it ignores human feelings and values and is not shared by the majority of its members. The same goal keeps everyone in the organization on the same page and stops them from acting against each other's interests. The term "work culture" describes a multifaceted collection of values, beliefs, presumptions, and symbols that characterize how an organization operates (Opoku et al., 2022). Setting objectives, completing tasks, and guiding others to reach those goals are all examples of how culture is represented. Nationality and industry have a role in the organization's cultures, as do organizational factors including structure and control systems, as well as the organization's history and the founder's personality (Moses, O. C., and Chizoba, O. B., 2021). Employee performance is significantly impacted by organizational culture (Imran, M., and Ismail, F. 2021). Employee knowledge and skill are acknowledged and rewarded in a developmental culture. The company prioritizes ongoing investments in staff skill development (Aldiabat, B., 2023). Relational cultural organizations favor work settings that resemble families. The relational enterprise's essential components are trust, open communication, and mutual respect (Shehri et al., 2017). The enabling organization looks out for its members' welfare. Two aspects of adaptable organizational culture include values related to change and action orientation (Maharajan, S., 2022). (Krotowska, M. A. and Mierzwa, D. 2023) assert that, in addition to quality, pricing, technology, and customer service brand, work culture is a less observable element that influences the source of competition. (Kim, L., Dorn, U., and N. Nantavisit. 2023) stated that, after being hired, all workers are given an introduction to the work culture, which helps them get familiar with the company and the events that take place inside the system. Work culture, according to (Atiku, S.O., et al. 2017), is defined as behavioral norms that direct rules on how the best employees and clients should be handled (Thakor A.V., 2021). Accordingly, the physical layout, interaction method, and staff conduct all reflect the overall sense that the organizational environment provides (Edna, B. I., and Joel, A.S. 2021). The values, beliefs, customs, and attitudes that influence how people act inside an organization are known as its work culture. (Faliza, N. 2023) asserts that an organization's culture serves a number of purposes. First, possess the key to the boundaries, which refers to a culture that makes organizations distinct from one another (Amah, E., 2012). Second, give the organization's members a sense of cultural identity. Third, culture fostered a sense of loyalty to the company that outweighs personal interests (Christopher, E.O., et al., 2023). Fourth, culture makes the social structure more stable. The demands of the external environment may help any business create and grow its culture, which will be effective and efficient in enhancing performance to satisfy stakeholders and the organization's own requirements (Manivannan, M., and Kathiravan, C. 2017). (Dazzi, F. 2019) identifies three dimensions of work culture: internal integration tasks, which include group restrictions, placement status/power, and relationships within the group; external adaptation tasks, which include the mission, goals, basic facilities, and success measurement; and basic underlying assumptions, which include a relationship with the environment. The nature of time, the activities that employees engage in, and the relationships that exist among coworkers all influence the culture of the workplace (Gupta, S., and Rani, K. 2022). Additionally, the seven characteristics of work culture—innovation and risk-taking, namely the degree to which employees are encouraged to be creative and take chances—are mentioned by (Kasliwal, P.J., et al. 2023). attention to detail; specifically, the degree to which workers are required to demonstrate accuracy, critical thinking, and attention to detail; Orientation results: the degree to which management prioritizes outcomes above the methods and procedures employed to get there; People orientation, namely the degree to which management choices consider the influence of employee performance; The degree to which work activities are structured according to the team is known as orientation teams (Umemezia, E., and Osifo S.J, 2021). Aggressiveness: the degree to which workers are combative and aggressive. Additionally, stability refers to how much the organization's operations prioritize preserving the status quo. Cultural elements such as work environment, peer attitude, recognition, and goal orientation were shown to contribute to successful employee performance in these particular banks, according to a research by (Gupta and Agarwal 2021) (Chukwu, B.A., et 2017). (Kavale and S. Mugwika, 2022). This study's main goal was to determine how organizational culture affected Kenyan commercial banks' organizational performance. The particular goals were to ascertain how Kenyan commercial banks' performance was impacted by the cultures of adhocracy, clan, hierarchy, and market. The competing values framework, Schein's organizational culture theory, Max Weber's bureaucracy theory, and the Balance Scorecard theory were all discussed in the theoretical review. The link between the independent and dependent variables was established using a descriptive study methodology. A sample size of 70 was selected from the target group, which consisted of 86 respondents from Kenyan commercial banks. Structured questionnaires were used to gather primary data. SPSS was used to analyze the data and produce both descriptive and inferential statistics. Inferential and descriptive statistics were produced. The models for multiple regression analysis were used. According to the study, organizational culture and Kenyan commercial banks' performance were significantly positively correlated. According to the study's findings, Kenyan commercial banks' performance was significantly improved by adhocracy, clan, hierarchical, and market cultures. (O.M. Ayotunde et al. 2018). In addition to listing several management philosophies in Nigerian banks, this study examined how organizational culture affects managerial quality philosophies in Nigerian banks. The study made use of primary data. A questionnaire was used in the study to gather data from 100 middle- and upper-level management staff members working in the marketing and transaction departments of four deposit money banks in Lagos. Initially, descriptive statistics like frequency distribution tables, percentages, and measures of central tendency were used to assess the data. The influence of the independent variable on the dependent variable was determined using simple linear regression. According to the survey, the top five quality management styles used by banks in the study region were customer focus (4.41), teamwork (4.17), training and education (4.04), leadership styles (4.43), and staff relations (4.00). The outcome ultimately demonstrated that organizational culture, including group culture, adhocracy work culture, macho culture, and work hard/play hard culture, had a considerable favorable impact on the management quality of Nigerian banks.

(D. B. Lund, 2003) Through a poll of marketing professionals from a variety of US companies, this empirical study looks at how organizational culture types affect work satisfaction. As the conceptual framework for study, (Cameron and Freeman's 1991) model of organizational cultures—which includes clan, adhocracy, hierarchy, and market—was applied. The findings show that different corporate cultural typologies have different degrees of work satisfaction. The vertical axis, which depicts a continuum of organic processes (with a focus on flexibility and spontaneity) to mechanical processes (which stress control, stability, and order), was triggered by job satisfaction in the conceptual framework of the study. Clan and adhocracy cultures were favourably correlated with job satisfaction, whereas market and hierarchical cultures were adversely correlated.

Numerous scholars have presented various aspects of workplace culture. Six dimensions of work culture were identified by (Belias, D., and Koustelios, A. 2014): narrow versus professional (involvement in employees' private lives), open and closed system (openness to outsiders), loose and tight control (focus on discipline), normative versus pragmatic (procedure versus customer's needs), and process orientation versus result orientation (efforts made by people on their jobs). Three categories of workplace cultures were identified by (Paramita, E. et al., 2020): bureaucratic (hierarchical culture), supportive (people-oriented), and innovative (creative and challenging). Four subdimensions can be used to characterize work culture: group (employee engagement), rational (task accomplishment), hierarchical (control and stability), and developmental (creative and adaptable). Four cultural categories were identified by (Sarath, P., and Manikandan, K. 2016): market, hierarchy, clan, and adhocracy. Clan culture is similar to an extended family and places a strong emphasis on collaboration. The market is focused on outcomes. According to (Agarwal, 2018), the hierarchy is well ordered and regulated. Adhocracy is incredibly enterprising and energetic. According to Sharma et al. (2018), there are three types of work cultures: relational, developmental, and facilitating. According to (Sowmya, K.R., and Panchanatham, N. 2011), hierarchical work cultures are characterized by complex structures with several layers of management, a clear chain of command, tight controls, predictability, and a very formal and highly structured work culture. According to (Hanai, 2021), hierarchy culture is an organizational culture that emphasizes the establishment and upkeep of dependable organizational norms, structures, and procedures through the employment of a hierarchical power and management structure. It is a structured formal organization with members who have similar attitudes, values, beliefs, orientations, and feelings than others. A hierarchical culture may slow down communication and promote delayed decision-making due to its intricate organizational structure and several layers of management (Azmi, A., and Wiadi, I. 2022). The capacity to swiftly adjust to the shifting demands and circumstances of the operational environment is known as adhocracy culture. In the context of enterprises, adhocracy culture may be defined as the attitudes, values, abilities, and power of a group or person working in an organization that is marked by risk (Krishna, V. S., and Prasad, S. V. 2022). This is according to (Kasliwal, P., and Sharma, N. 2019). In an adhocracy culture, innovation and creativity are valued, risk-taking is encouraged, failure is accepted, learning is promoted, product, process, and management innovations are defended, and ongoing change is welcomed as a source of opportunity (Varikunta and Kumar, S.M. 2019). Because of their high degree of adaptability and flexibility, organizations with an adhocracy culture react quickly to changes in their operational environment, including new business trends and technology breakthroughs, in order to stay competitive (Arya, R., and Sainy, M. 2017). Therefore, an adhocracy culture will flourish in organizations that operate in dynamic and turbulent contexts that require continual adjustments, which will improve organizational performance (Hasan, H. 2023). Additionally, adhocracy culture promotes and rewards innovation in the workplace and stresses being creative. They maintain a competitive edge by being abreast of the most recent advancements through innovation (Maosavi, S. A., et al. 2015). Every industry must place a high value on fostering an adhocracy culture inside the company, which requires people to be given autonomy and support, in order to thrive and stay ahead of the competition (Mary, A.K.S. 2021). The organization prioritizes innovation and values staff members that come up with fresh concepts (Zakari, M., and Poku, K. 2013). They also take risks because they understand that the market is competitive and that they need to concentrate on innovation to stand out (Yuxin, W., et al., 2021). Most banks operate under an adhocracy paradigm. This kind of culture keeps employees motivated and aids in the company's profitability (Maina, J. 2016).

3. RESEARCH PROBLEM

Global financial trends, client needs, regulatory changes, and technology breakthroughs all contribute to the banking industry's ongoing evolution. A dynamic workplace where people are encouraged to experiment, create, and welcome change is fostered by an adhocracy culture. Understanding this culture enables banks to rapidly adjust to these changes and maintain their relevance and competitiveness. Adhocracy cultures encourage creativity and taking risks. This is crucial in the banking industry as new financial services, products, or technology (such digital banking and fin-tech) may provide businesses a competitive edge. Organizations may create an atmosphere that promotes innovation and ongoing development by having a thorough understanding of how such a culture operates in both public and private banks. Higher performance is frequently linked to adhocracy in firms that need to continuously adapt and expand. One can determine how employee autonomy and flexibility affect overall performance by researching this culture in banks in the public and private sectors. While public sector banks may need to strike a balance between innovation, stability, and public trust, private sector banks could gain more from a competitive atmosphere. Employee autonomy, empowerment, and initiative-taking possibilities are common in adhocracy environments. Higher work satisfaction and motivation can result from these variables, especially in industries like banking where employee involvement is crucial. Banks can recruit and retain talent by knowing how an adhocracy culture affects employee morale. Compared to their private counterparts, public sector banks are frequently more regulated and risk averse. Even public sector banks must, however, innovate to satisfy consumer demands in a market that is becoming more and more competitive. Understanding how to incorporate an adhocracy culture into these more regimented settings might help one strike a balance between taking risks and adhering to regulations. Focusing on the requirements and experience of customers is frequently the result of an adhocracy culture. Banks must develop adaptable and creative solutions as consumer expectations change. For instance, consumer desire for efficiency and convenience has fuelled the growth of digital wallets and mobile banking. Banks may create more customer-focused products and services by researching this culture. Adhocracy cultures typically have more decentralized leadership approaches, with leaders acting more as facilitators or visionaries than as controllers. Both public and private banks may create leadership programs that promote adaptability, innovation, and a focus on long-term strategic goals by having a better understanding of how leadership functions in such a culture. While private sector banks may choose to adopt flatter, more flexible forms, public sector banks often have more bureaucratic, hierarchical organizations. Finding the ideal balance between structure and flexibility may be achieved by looking at how an adhocracy culture affects organizational design. This is essential to guaranteeing that efficiency or accountability are not sacrificed for innovation. Organizations may maintain their competitiveness in the ever-evolving financial market by fostering innovation, adaptation, and employee happiness through an analysis of adhocracy work cultures in both public and private sector banks. It also helps public sector banks discover methods to balance their dedication to stability and public service with the introduction of more flexibility and responsiveness.

4. OBJECTIVES OF THE STUDY

1. To examine the impact of adhocracy work of public sector banks on employee's job satisfaction in Bengaluru City.
2. To find out the impact of adhocracy work of private sector banks on employee's job satisfaction in Bengaluru City.

5. HYPOTHESIS

H01: There is no significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Public Sector Banks in Bengaluru City.

H1: There is a significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Public Sector Banks in Bengaluru City.

H02: There is no significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Private Sector Banks in Bengaluru City.

H2: There is a significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Private Sector Banks in Bengaluru City.

6. METHODOLOGY

Descriptive research methodology was followed in the present study. The researcher has selected five public and five private bank branches across Bengaluru city for the study namely State Bank of India, Canara Bank, Bank of Baroda, Indian Overseas Bank and Union Bank of India. and also studying employee's job satisfaction level of the selected private sector banks such as ICICI bank, HDFC bank, Axis Bank, Kotak Mahindra Bank and Karnataka Bank Ltd. Researcher has collected all the primary data from the employee's job s of these branches randomly. The researcher has designed separate questionnaires followed by interview to get complete details for the study for both bank especially the employee's working in public and private sector banks. These questionnaires were constructed based on 5 point Likert's scale.

i) PRIMARY DATA

The first time data has been through a self-administered structured questionnaire, which was developed and asked to be filled out. Personal interviews were also done with respondents. A structured questionnaire was prepared containing These statements were rated on a five-point scale with scale agreements ranging from strongly disagree to strongly agree. "Strongly agree" was assigned a score of 5, "agree" a score of 4, "can't say" a score of 3, "disagree" a score of 2, and "strongly disagree" a score of 1 for conducting regression analysis.

ii) SECONDARY DATA

The following are the sources from which the secondary data was collected, such as information that has been gathered from selected peer-reviewed articles from bibliographic databases (Emerald, Sage journals online, Science Direct, Scopus, Taylor & Francis online, Web of Science, and Wiley (online library). Peer-reviewed journals were considered based on their knowledge validity and their highest impact on the research field. Online E-Sources, Published reports, journals, theses, magazines, research articles, newspapers, etc.

7. POPULATION AND SAMPLE SIZE

It indicates the number of people to be surveyed. Though samples give more reliable results than small samples due to constraints of time and money, it was able to reach a sample size of 1195 respondents in both sector banks. The respondents are the employees of both selected public sector banks (625 employees' as respondents) and private sector banks (567 employee's ad respondents) working different cadres in Bangalore City.

8. RESPONDENTS

To collect the data related to work culture and job satisfaction, the employees of both selected public sector banks and private sector banks working in different cadres in Bangalore City were targeted. As per the convenience of the researcher, 2127 bank employees were reached to issue and fill out the questionnaire, out of which 1195 responded, and the response rate is 56%.

9. SCOPE OF THE STUDY

The purpose of this study is to verify the extend of influence of adhocracy work culture on employee's job in comparison between public and private sector banks in Bengaluru city. The study is confined to find out the impact of Adhocracy Work Culture on Job satisfaction level of employees of selected public sector banks such as State Bank of India, Canara Bank, Bank of Baroda, Indian Overseas Bank and Union Bank of India. and also studying employee's satisfaction level of the selected private sector banks such as ICICI bank, HDFC bank, Axis Bank, Kotak Mahindra Bank and Karnataka Bank Ltd in Bengaluru City.

10. DATA ANALYSIS

Table 1: Influence of Adhocracy Work Culture on Employees Job Satisfaction in Public Sector Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.798[a]	.637	.629	.62417

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	417.199	14	29.800	76.490	.000[a]
	Residual	237.261	609	.390		
	Total	654.460	624			

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Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.204	.157		-1.301	.194
	Dynamic and entrepreneurial work environment.	.047	.033	.053	1.410	.159
	Developmental culture (capability development)	.051	.030	.056	1.688	.092
	Relational work culture	-.152	.033	-.150	-4.542	.000
	Facilitating work culture	.114	.037	.125	3.092	.002
	Able to acquire skills and ability to adapt to the changes	-.113	.044	-.136	-2.535	.012
	Attitudes, values, skills, and power of a group or individual depending on job risk.	.547	.039	.440	14.004	.000
	Innovation, new ideas and creativity.	-.057	.041	-.059	-1.376	.169
	Encourages to take risk.	-.063	.052	-.071	-1.226	.221
	Bank tolerates failure & re-attain for success.	.052	.039	.052	1.342	.180
	Learning is encouraged	.103	.052	.115	1.986	.048
	Product, Process and management Innovation	.055	.058	.055	.948	.343
	Acceptance of Continuous change & career opportunities.	.591	.058	.643	10.207	.000
	Work environment is highly flexible and adaptive for the changes.	-.099	.044	-.108	-2.247	.025
	Freedom and support by the management.	-.029	.020	-.043	-1.420	.156

a. Dependent Variable: Employee's Job Satisfaction in Public Sector Banks

A multiple regression analysis was used to investigate the effect of 14 variables of adhocracy work culture on employee's job satisfaction in public sector banks. From the above table it is understood that, that adhocracy work culture (R=.798[a] indicating high degree of correlation among the variables, t = -1.301, p <.000[a]) has a significant effect on employee's job satisfaction in public sector banks. Hence, it can be concluded that if the average level of adhocracy work culture were high, the average level of employee's job satisfaction in public sector banks would also be high. The analysis also reveals that adhocracy work culture were able to explain the total variation in employee's job satisfaction in public sector banks by the regression model about R^2 63.7% being high indicating model fits the data well. Thus answering the alternative hypothesis, H1: There is a significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Public Sector Banks in Bengaluru City, ***is accepted.*** The coefficient table shows the contribution of each adhocracy work culture to the employee's job satisfaction. From the above table the beta values demonstrate the unique contribution for the variables such as Relational work culture (β= -.152, p < .000), followed by Facilitating work culture (β= .114, p < .002), Able to acquire skills and ability to adapt to the changes (β= -.113, p <.012), Attitudes, values, skills, and power of a group or individual depending on job risk. (β=.547, p <.000), Learning is encouraged (β= .103, p <.048), Acceptance of Continuous change & career opportunities. (β=.591, p <.000) and Work environment is highly flexible and adaptive for the changes. (β=-.099, p<.025), in predicting employees job satisfaction in public sector banks.

Regression equation:

Employee job satisfaction in public sector banks= $\alpha+\beta1(Rwc)+\beta2(Fwc)+\beta3(Aas)+\beta4(Avs)+\beta5(Le)\ +\beta6(Acc)+ +\beta7(Weh)+\mu$

Table 2: Influence of Adhocracy Work Culture on Employees Job Satisfaction in private Sector Banks

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604[a]	.365	.349	.99485

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	314.758	14	22.483	22.716	.000[a]
	Residual	547.319	553	.990		
	Total	862.077	569			

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.081	.249		4.342	.000
	Dynamic and entrepreneurial work environment.	.345	.134	.305	2.572	.010
	Developmental culture (capability development)	.070	.089	.066	.786	.432
	Relational work culture	-.094	.070	-.072	-1.341	.181
	Facilitating work culture	-.052	.080	-.051	-.648	.517
	Able to acquire skills and ability to adapt to the changes	.431	.078	.425	5.498	.000
	Attitudes, values, skills, and power of a group or individual depending on job risk.	.050	.062	.039	.805	.421
	Innovation, new ideas and creativity.	-.201	.078	-.187	-2.575	.010
	Encourages to take risk.	.323	.105	.304	3.090	.002
	Bank tolerates failure & re-attain for success.	.198	.062	.177	3.215	.001
	Learning is encouraged	-.237	.095	-.221	-2.507	.012
	Product, Process and management Innovation	.198	.088	.186	2.255	.025
	Acceptance of Continuous change & career opportunities.	-.153	.098	-.154	-1.558	.120
	Work environment is highly flexible and adaptive for the changes.	-.188	.072	-.194	-2.604	.009
	Freedom and support by the management.	-.053	.042	-.066	-1.285	.199

a. Dependent Variable: Employee's Job Satisfaction in Private Sector Banks

A multiple regression analysis was used to investigate the effect of 14 variables of adhocracy work culture on employee's job satisfaction in private sector banks. From the above table it is understood that, that adhocracy work culture (R=.604[a] indicating high degree of correlation among the variables, t = 4.342, p <.000) has a significant effect on employee's job satisfaction in private sector banks. Hence, it can be concluded that if the average level of adhocracy work culture were high, the average level of employee's job satisfaction in private sector banks would also be high. The analysis also reveals that adhocracy work culture were able to explain the total variation in employee's job satisfaction in private sector banks by the regression model about R^2 36.5% being moderate indicating model fits the data well. Thus answering the alternative hypothesis, H02: There is no significant Influence of Adhocracy Work Culture on Employees Job Satisfaction in Private Sector Banks in Bengaluru City, ***is accepted.*** The coefficient table shows the contribution of each adhocracy work culture to the employee's job satisfaction. From the above table the beta values demonstrate the unique contribution for the variables such as Dynamic and entrepreneurial work environment. (β= .345, p < .010), followed by Able to acquire skills and ability to adapt to the changes (β=.431, p < .000), Innovation, new ideas and creativity. (β= -.201, p <.010), Encourages to take risk. (β=.323, p <.002), Bank tolerates failure & re-attain for success. (β= .198, p <.001), Learning is encouraged (β=-.237, p <.012) and Product, Process and management Innovation. (β=.198, p<.025), and Work environment is highly flexible and adaptive for the changes. (β=-.188, p<.009), in predicting employees job satisfaction in private sector banks.

Regression Equation:

Employee job satisfaction in private sector banks= $\alpha+\beta1(Dewe)+\beta2(Aas)+\beta3(Inic)+\beta4(Etr)+\beta5(Rtfr)+\beta6(Le)+\beta7(Ppmi)+\beta8(Weif)+\mu$

Comparison of adhocracy work culture between public and private sector banks

Employee job satisfaction in public sector banks= $\alpha+\beta1(Rwc)+\beta2(Fwc)+\beta3(Aas)+\beta4(Avs)+\beta5(Le)+\beta6(Acc)++\beta7(Weh)+\mu$

Employee job satisfaction in private sector banks= $\alpha+\beta1(Dewe)+\beta2(Aas)+\beta3(Inic)+\beta4(Etr)+\beta5(Rtfr)+\beta6(Le)+\beta7(Ppmi)+\beta8(Weif)+\mu$

11. RESEARCH FINDINGS

The research demonstrates the unique contribution for the adhocracy variables such as relational work culture, facilitating work culture, able to acquire skills and ability to adapt to the changes, attitudes, values, skills, and power of a group or individual depending on job risk., learning is encouraged, acceptance of continuous change, and career opportunities. and the work environment is highly flexible and adaptive, for the changes have a positive association with employees' job satisfaction in public sector banks. The results revealed that there is a unique contribution for the variables, such as dynamic and entrepreneurial work environments. followed by the ability to acquire skills and the ability to adapt to the changes in innovation, new ideas, and creativity. Encourages to take risks. Bank tolerates failure and re-attains for success. Learning is encouraged, as is product, process, and management innovation. and the work environment is highly flexible and adaptive for the changes significant influence on employees' job satisfaction in private sector banks.

12. SUGGESTIONS

1. Continuous learning is advisable in both banks, leading to increased employee job satisfaction job satisfaction in private sector banks.
2. Implementing an adhocracy an adhocracy work culture helps to enhance job satisfaction in public sector banks.
3. In both the banking sector, a significant relationship between adhocracy work culture and employee job satisfaction has been established. So that both banks are advised to follow adhocracy an adhocracy work culture.
4. Make the employees acquire skills and the and the ability to adapt to the changes, which leads to employees' job satisfaction in public sector banks.
5. It advised that innovation, new ideas and creativity in the work culture lead to employees' job satisfaction in public sector banks.
6. Encouraging employees to take risks in public sector banks leads to employees' job satisfaction.
7. Bank's tolerance for failure and re-attainment for success and employees feel comfortable and provide opportunity to lean, leading to job satisfaction in public sector banks.
8. It is advised to have a creative a creative work culture with employees' leading to job satisfaction in public sector banks.
9. When there is a scope for product, process, and management innovation, innovation, then there will be an employee's job satisfaction in public sector banks.
10. The work environment is highly flexible and adaptive for the changes, which changes, which leads to employees' job satisfaction in public sector banks.
11. It is advised to have freedom and support by the management, which leads to employees' job satisfaction in public sector banks.
12. It is advised to have a dynamic and entrepreneurial work environment, which leads to employees' job satisfaction in private sector banks.

13. It is suggested that developmental culture (capability development) enhances the employees job satisfaction in private sector banks.
14. Create an atmosphere with the ability to acquire skills and the and the ability to adapt to the changes, changes, which enhances the employees job satisfaction in private sector banks.

13. LIMITATION

1. Understanding employees' job satisfaction and perceptions is vast and requires in-depth research, and due to time constraints, the duration of the study was limited.
2. Simple tabulations, multiple regression analyses, and Pearson's coefficient correlation were only the statistical tools used in the study.
3. The study is restricted to Bangalore City only, and the result may not be applicable to other places.
4. The result obtained is based on the respondents' opinion, so there is a chance of consumer bias.
5. The samples selected to study each product category have not crossed more than 1250, but the overall sample size used in the study was 1195, which may not be sufficient to draw the exact results.
6. The factors related to an employee's job satisfaction vary from bank to bank; it might not be influenced by work culture alone.

14. CONCLUSIONS

The present study has undertaken to find out the influence of adhocracy work culture on employee's job satisfaction between selected public and private sector banks in Bangalore City. As earlier studies reveal, work culture varies from bank to bank. So every bank, irrespective of public or private bank, has to be attentive towards their organizational work culture. Contemporarily, this research topic has high relevance as the result of this research provides an insight into the factors of adhocracy work culture affecting job satisfaction of employees working in public and private sector banks in Bangalore City. Job satisfaction is a concept that has been explored the most in the course of managing human resources in all sectors globally. Employees are the assets of any organization, and the management needs to make a massive investment to satisfy and preserve these assets in the organization for a longer duration. Strategic growth of any organization depends on efficient employees. Bank work culture describes the attitude of organizational members toward their goals and organizational development. Organizational culture has the ability to drive entrepreneurial activity. The performance of the members of the organization can influence the organizational culture, which can affect the activity. According to work culture, it can announce workers' commitment to the organization. Company commitment can influence organizational culture, according to demonstrated the fundamental power of work culture. Institutions must create a culture that increases the confidence of their workers and that they have great agreement, strong behaviour, cohesion, and great loyalty. A solid organizational culture, participatory, solidity, versatility, and mission can promote a better work attitude and reinforce the work behaviour of workers. The research revealed that work culture describes the attitude of organizational members toward their goals and organizational development. Organizational culture has the ability to drive entrepreneurial activity. The performance of the members of the organization can influence the organizational culture, which can affect the activity. A good work culture of an organization creates employee satisfaction, so the employees deliver quality service to its customers by understanding their changing needs and providing greater customer satisfaction.

15. DIRECTIONS FOR THE FUTURE RESEARCH

For additional analysis, it is recommended that researchers take into account several constructs. It is advised to include additional modern factors that aren't addressed in the current study. In order to investigate the direct and indirect factors of culture, research should take management viewpoint into account. Understanding how the cultures of banks in the public and private sectors handle diversity and inclusion in the workplace might be a research subject to broaden the scope of the study. In particular, including participants from every business area to compare if there are departmental disparities or whether the banking industry as a whole manages them consistently. to help close the knowledge gaps in the literature on financial services culture. Foreign banks having locations in Karnataka State or branches of other state commercial and public sector banks might then adopt the same strategy. As the study's future scope expands, it may include group and organizational level characteristics, where the idea of organizational culture may potentially affect team or group performance, creativity, and productivity at work. This may also have to do with the company's overall performance, where research may focus on the organization's development, learning, and public perception. In addition, the idea of retention may be examined in relation to various family statuses and social status aspects, i.e., the professional or family life stage may be examined in relation to workplace retention and perceived job satisfaction. Employee views of job satisfaction and retention may also be examined at the individual level in relation to personality variables.

CONFLICT OF INTERESTS

None.

ACKNOWLEDGMENTS

None.

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