A STUDY ON EMPLOYEE ATTITUDE TOWARDS ORGANISATIONAL CULTURE & IT'S IMPLICATIONS ON EMPLOYEE RETENTION WITH REFERENCE TO PRIVATE BANKS IN BANGALORE REGION

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ABSTRACT

Organizational culture is a basic set of norms, values, visions built by employees working within the organization. Culture in a company reflects its thoughts, belief, practices and functioning, which may be implemented by the employees working in the company or may be built in as part of the legacy of any organization. It is important to understand employee view about organization background as human resource is one of the prominent and uncontrollable factors in the company. As human attitude and perception vary from person to person it is important to know whether the present system persisting in the company is compatible for employees to deliver effective performance and is it providing a platform to enhance their creativity levels directed towards organizational enhancement. A study on employees' attitudes toward organization culture will provide an idea to the company about various factors affecting employee satisfaction toward workplace and also highlight loop areas where companies will have scope for further improvement. The data was analyzed using the statistical software IBM SPSS 20, excel and MS word correlation and ranking method were used for testing hypothesis and to understand comparatively, which factor had major influence for opting job portal for job search.

Key words : Organization culture, job satisfaction , training , career development, SPSS 20.

INTRODUCTION

Organizational culture is a commonly heard term but it has a degree of ambiguity in terms of its after-effects on variables in an organization. For the past number of decades, most academics and practitioners studying organizations suggest the impression of culture is the climate and practice that organizations develop around their handling of people. Organizational culture could be a system of shared assumptions, values, and beliefs that govern behaviour in organizations. These shared values have a robust influence on the folks within the organization and dictate how they dress, act, and perform their jobs. Each organization develops and maintains a novel culture that provides tips and bounds for the behavior of the members of the organization. Intense competition has led to major dependency on two aspects of business - manpower and technology. Ample job opportunities has led to increased career options for employees and risk of losing potential employees for the company. To ensure retention of potential employees at workplace it is important for employees to have job satisfaction toward their work. Organizations in a urge to retain employees, attract potential candidates from the job market and should focus on development and up-gradation of organization culture.

LITERATURE REVIEW

1. Title : "A Study on Organizational Culture and Job Satisfaction"
   Author: Dimitrios Belias, Athanasios Koustelios (ISSN: 2146-4405, Vol. 4, No. 2, 2014, pp.132-149)
   The author through the study basically tries to understand the relationship between organization work culture and its impact on satisfaction level experienced by employees at workplace. The author states that there is a relationship between employees' satisfaction toward organizational culture and perception based on gender. They are of the opinion that measuring and analyzing employees' satisfaction with demographic and individual details will provide valuable inputs to organization. As per the observations made by the author in most of the instances there is lot of gap between employees' expectation of organizational culture and culture persisting in the company. Innovative organizational culture is positively correlated with employee job satisfaction, where challenging and varied roles develop a sense of new learning and progress in career path. Research also emphasises on facts related to negative as of employees' dissatisfaction toward organizational culture which has direct impact on employees' productivity and work life balance. Therefore author through the study

states that organizations should take initiatives in enhancing present culture based on employees' feedback, where employees will perform better in expected working environment leading to satisfaction at workplace.

2. Title : "Organizational Culture and its Impact on the Job Satisfaction of University Teacher of Lahore"

   Author : Pirzada Sami Ullah Sabri, Muhammad Ilyas, Zahra Amjad (December 2011 Vol. 2 No. 24)

   Author through the research paper tries to understand role of organizational customs on job fulfilment of teacher working for government and private institutions. Quality of education sector is known to be very low in certain countries due to which students do not possess required skill set for employability. Author has undertaken study with assumption that supportive organizational culture will raise level of job satisfaction among teachers, which will motivate them to deliver better quality of work which will have an impact on quality of education received by students. Data required for the study were collected from lecturers working at Lahore and same was used for further research analysis. Study was analysed based on dividing employees into two aspects of organizational culture related to managers of organization civilization that relates to the employees. Author states that there is a relationship between organization customs and job happiness of employees. Author emphasized the fact that culture has more impact on employees' measure up to administration at bureau. Research states that organizations should develop culture of mutual trust, cooperation, and openness in the system to give as well as receive feedback, which will help organization to ensure enhancement of organizational culture as ongoing process.

3. Title : "The Impact of Organizational Culture on Occupation Satisfaction, Workforce Obligation and Turn over Intention"

   Author: Salman Habib, Saira Aslam, Amjad Hussain, Sana Yasmeen, Muhammad Ibrahim (2014, 2(6): 215-222

   Paper focuses on understanding the after effects of organization society on member of staffs' job fulfilment based on three elements - satisfaction, commitment and retention. Study is based on the data collected from various employees working in different sectors. Author has attempted to understand employees' satisfaction at workplace based on various dimensions such as attention to detail, conclusion direction, people orientation, aggressiveness, stability etc. Authors try to understand how employee'' perception about these elements and the way they are implemented at

workplace will have an impact on employee job satisfaction. Research paper prioritizes stating that by providing basic facilities to employees and following practices followed by any other organization may not really be of great help when it comes to employee retention. From this study the author implies that organization customs should follow dynamic practices like employee engagement, employee rewards, appraisals interrelated to employee performance, self review system which will provide clarity to employees as to where they stand. Continuous improvement and updating of existing practices are the key mantras for employee job satisfaction, which is related with employee commitment directed towards employee retention at workplace.

4. Title : "The Correlation Between Organizational Customs and Job Fulfilment of Employees in Biotechnology Production Companies" (2013, ISSN: 2248 −9215 3(5):389-399

Author : Seyyed Motahareh Davoodalmousavi

The research paper focuses on understanding correlation among organizational customs and job fulfilment of employees at workplace. As part of study author has chosen cultural mission, continuation culture, culture adaptation and participatory culture for understanding employees' perception toward organizational culture. Based on outcome of the study author has narrowed it down to certain elements like, participatory work culture which should encourage employee empowerment, workers participation in management which develops sense of engagement and loyalty towards organization. Second aspect is stability and integrity of work culture which states that it is not only important for organization to develop work culture but also ensure upgradation of the same based on changes in environment. Third aspect is flexibility in culture which includes comfort zone to employees at work in terms of their style of performance of task or activity, evaluation of employee's performance based on output generated at work. Last aspect is communication system followed by the company to ensure clarity about individual role and what is expected from employees at workplace. Based on the outcome of the study author suggests that continuous training and development to employees based on changing requirement of the company, effective and standard evaluation system for evaluating employees as well as organization performance, ensuring timely interaction between employees and management will ensure clarity in terms of management expectation from employees

and also help employees strategise their performance techniques based on need of situation.

5. Title : "Job Satisfaction in Relation to Organization Culture" (2002, 28(2), 23-30)

    Author : Me Sempane, Hs Rieger, G Roodt

    The research paper attempts to understand the relationship between variables of job satisfaction and organization culture of employees in service sector. Author states that employee perception about satisfaction varies from person to person since perceived notion about certain factors, may be positive to some but at the same time negative to other people. Based on the outcome of the study, author states that employees are satisfied with certain dimensions of organization culture such as customer orientation, organizational integration, disposition towards change, locus of authority, and management style. But certain companies have to focus on leadership style. Through the study it was found that young, newly joined and unmarried employees have high expectations from organization and retaining them is a difficult task, where as experienced and married employees adjust as per organization environment. One reason for the same as stated by the author may be due to differing maturity levels amongst employees. Through the observations based on the study, the author can state that an effective feedback system will help an organization to understand cultural requirements from employees' perspective.

6. Title : 'A Research Study on Employee Satisfaction in Stipulations of Organizational Traditions and Spiritual Leadership'

    Author : Bulent Aydin, Adnan Ceylan (2009 Vol. 4, No. 3)

    The study was carried on employees working in the metal manufacturing company. In this paper the author tries to evaluate the relationship among job fulfilment and organizational customs. It also emphasises on understanding whether organizational culture or spiritual leadership has more impact on job satisfaction. Elements that are considered for understanding organization customs are employee fulfilment, as the author states that human resource is one of the valuable assets for any organization and company can survive in threshold competition only when manpower of the company is well trained and able to cope up with changes in the environment, for which employees are required to concentrate on their job which can result only through job satisfaction. Second aspect to be focused on is the organization culture which includes organization vision, employee employer relationship at work, appraisal culture, opportunity to learn and grow, effective communication system etc.

Leadership plays a vital role in developing a good working environment for employees as, style of leadership adopted by the superior in the company in terms of receiving feedback, grievance handling procedure, opportunity to employees to express their thought or opinion etc. Spiritual leadership , style of implementing it through building a sense of meaning to every ones life that every individual is born for the reason, to accomplish something, developing a feeling of social culture and membership at workplace rather than having superior subordinate relationship in an organization. Author through the findings of the research concludes by stating that organization culture has a major impact on employee job satisfaction compared to that of spiritual leadership. The author is of the opinion that organizations, by implementing participative work culture and giving importance to employee opinion at workplace, can develop employee job satisfaction.

7. Title : "Empirical Study on Employee Job Satisfaction"

Author : Muhammad Rizwan, Waqas Mehmood Khan (Corresponding Author), Hafiz Muhammad bin Aqeel Tariq , Abdul Ghaffar ,Anjum Malik Zubair , Ehsan Ullah Bajwa (e-ISSN: 2278-487X, p-ISSN:2319-7668, PP 29-35)

This research paper emphasizes on addressing major exertion faced by the workers in the society and how organizations can overcome these problems to ensure employee commitment and loyalty at workplace. Authors have considered certain key factors which play vital role in developing feeling of job satisfaction at workplace. Data for the research was collected from employees working in Punjab. Based on the outcome of the study, the authors state that team work was found to be one of the most prominent factors influencing job satisfaction, team culture at workplace ensured various benefits to organization in terms of workforce diversity management, increased productivity because of better understanding and communication at workplace, decreased employee turnover, knowledge sharing and improved safety at workplace. Working environment of organization was second prominent factor which developed practices like continuous learning environment where employees had to go through job rotation which helped them learn various aspects of job, sense of human dignity and respect for employees of every cadre at work, employee participation in terms of freedom for expression at work.

8. Title : "Cultural and Organizational Change and Merger Devoid of the Erratic of Job Thrashing: How Job Fulfilment of Employees are Affected"

Author: Azhar M. Shah (2009, Vol. 1, No. 1, pp. 26-42 ISSN 2152-1034)

Research paper attempts to evaluate correlation between change in organizational culture and job satisfaction without the element of job loss due to merging companies, and those who do acquisition and change at organization. Data for the research was collected from employees of the organization which went through the process of organization restructuring due to merger with another company. The author based on the outcome of the study states that employees are ready to cope with changes in the organization until and unless it leads to any sort of job loss at workplace. Study revolves around the aspect such as job satisfaction and its elements that includes promotion, supervision, fringe remuneration, deputation plunder, operating circumstances and nature of work. It was analysed through the study that apart from reward being a major element, co-workers and nature of work also had a major impact on level of job satisfaction of employees. Flexibility at work, variety of task to perform, learning based profile, challenges in present job are certain aspects of an ideal job employees are looking for.

9. Title : "Job Satisfaction and Organizational Commitment in Multi Culture Work Environments in Norway"
   Author: Louise M. Iden, Aksel Ivar Rokkan (Norwegian School of Economics Bergen, Spring 2014)
   This study tries to evaluate relationship between organization customs, job fulfilment, and workers' obligation in multi culture work environment. It also tries to evaluate whether employees from a varied cultural environment have different perceptions about level of job satisfaction. Labour productivity is one of the prominent factors affecting quality of productivity. Attitude and behaviour of employees determine their interest level at job which has impact on efficiency at work, which in turn is influenced by persisting organizational culture. Outcome of employee commitment based on influence of organization culture is projected in the form of turnover, turnover intentions, absenteeism, job performance etc. Study focuses on certain on job satisfaction and aspects of it such as environmental factors that is nature of competition for organization employed in comparison to competitors in industry, personal factors based on perception of employees about organizational culture, organizational commitment and extent to which employees feel engaged with work. Based on the outcome of the study author states that employees with different cultural background should be dealt separately in the initial period where an effective communication system should be implemented at work through addressable system,

continuous training and development process to be followed to help employees to cope with the advancement implemented at the company.

10. Title : "Impact of Organizational Culture on Job Performance"

Author : Alharbi Mohammad Awadh, Alyahya, Mohammed Saad (2013, vol 2 issue 1

Through the study the authors try to analyse the interlink between performance and organizational customs. Research paper has considered four elements of organizational culture, that are masculinity, individualism, power distance and uncertainty avoidance. Here masculinity referred avoidance of caring, following autocratic leadership style, individualism the extent to which employees are self centred at work, uncertainty avoidance refers to extent to which employees at workplace are ready to work in unpredictable environment, power distance explains to what extent decision making is centralized. Based on the outcome of the study the authors state that organizational culture is basically developed on the basis of work culture developed by employees, employee relationship at work, communication system and preferred leadership style by subordinates at workplace. Authors, through the study, state that organization productivity is the result of employee performance at work, which is affected by superior subordinate relationship and to what extent organization encourages employees to adopt new practices at work.

11. Title : "Impact of Organizational Culture on Performance Management Practice"

Author : M. Shakil Ahmad (2012 Vol.5 No.1

Study tries to understand the dimension of performance management which is the process of effective utilization of human resource and efficient management of present workforce in the organization. Organization culture refers to set of values, beliefs and norms developed and practiced at workplace. Author tries to understand relationship between performance management and organization customs. Optimistic organization habits can motivate an average employee to perform better where as negative culture creates unrest at work leading to lack of understanding among employees. Organizations that are well integrated in terms of framing policies, flexibility in terms of adjusting to changing environment ensure internal integration, adaptability to external environment, take risk and learn from their mistakes. Employee involvement and consistency at work are interrelated as, when employee is involved as part of decision making process, leadership style adopted at organization encourages employees to perform better and encourage knowledge sharing at work, it develop zeal and motivation among employee to deliver work with efficiency and

beyond the purview of their profile. Author through the study concludes stating that organizational performance management system creates career path for employees who are associated with organization from long run, who play vital role in developing culture at workplace.

RESEARCH METHODOLOGY AND INSTRUMENTS:

RESEARCH GAP

Based on the review of above articles it can be observed that much research work has not been conducted on organization culture in banking industry. Earlier studies on organization culture were based on understanding relationship between any one dimension of culture and its impact on overall satisfaction of employees towards present culture. Based on the research gap present study understands employee perception toward varied dimension of organization culture and how it has impact employee retention at work.

STATEMENT OF PROBLEM

Employees prove to be one of the core elements for success of any organization, whose performance determines success of any company. Enhancement is possible only through effective employee commitment. Employees feel associated with the company when they are satisfied with present factors of the organization which come under the preview of organizational culture. Present study will emphasize on understanding employee satisfaction towards present organizational culture and provide inputs to the company regarding scope for enhancement of persisting practices in the company.

SCOPE OF THE STUDY

Study would be confined to employees working in private banks in Bangalore. Outcomes of the study would be significant for the bank to understand employees' attitudes toward present organization culture, to specifically indentify which aspects of the bank are proving to be satisfiers and factors leading to employees' dissatisfaction. Outcome of the study can also be generalized to other banks in the commerce, which are possible culture practices which can be further implemented and enhanced to create employees' satisfaction towards organization culture.

OBJECTIVES OF THE STUDY

1. To study the present organization culture persisting in the company.
2. To understand employee satisfaction towards present practices implemented in the company and its relationship with employee commitment towards company.
3. To weigh up after effect of organization customs on employees job fulfilment and its relation with employee retention with company.
4. To suggest changes to be implemented in the present practices followed by the company based on employee opinion towards dimensions of work culture practice.

RESEARCH METHODOLOGY

Research Design: Descriptive Research

DATA COLLECTION

Primary Sources:

- **Structured questionnaire** (Close ended questionnaire) would be circulated to employees for taking employee response on their perception about organization culture.
- **Personal interviews**

Secondary Sources:

- Library books
- Journals
- Internet

SAMPLING:

- **Sampling Type :** Probability Sampling
- **Sampling technique** : Simple Random sampling
- **Sample size** : 300

TOOLS FOR DATA COLLECTION:

1. Structured Questionnaire

LIMITATIONS OF THE STUDY

- ➢ Study is confined only to employees working at private banks in Bangalore
- ➢ Time period for conducting the study is limited, which confines the scope for a detailed research.
- ➢ Response collected from employees cannot be generalised as interview was conducted for employees in controlled situation of the organization

ANALYSIS AND INTERPRETATION

HYPOTHESIS

1. H_0 : there is no association between organization work environment and employee continuity with the company

   H_A : there is association between organization work environment and employee continuity with the company

Table 1.1

Correlations

		I see myself continuing with organization	Organization has good working environment
I see myself continuing with organization	Pearson Correlation	1	.166**
	Sig. (2-tailed)		.004
	N	300	300
Organization has good working environment	Pearson Correlation	.166**	1
	Sig. (2-tailed)	.004	
	N	300	300

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

At a significance level of 0.01 it can be observed that there is positive correlation between organization work environment and employee continuity with the company ($P = .004 < 0.01$). Monetary and non monetary rewards are usual tactics adopted by the company to motivate and retain the employees. From the above data it can be inferred that apart from rewards a conducive environment does play a key role which may be in terms of communication system, mutual respect, making an employee feel important etc can also play a key role in employee retention.

2. H_0 : there is no association between opportunity to progress at work and employee continuity with the company

   H_A: there is association between opportunity to progress at work and employee continuity with the company

Table 1.2

Correlations

		I see myself continuing with organization	I have opportunity to progress working with organization
I see myself continuing with organization	Pearson Correlation	1	.275**
	Sig. (2-tailed)		.000
	N	300	300
I have opportunity to progress working with organization	Pearson Correlation	.275**	1
	Sig. (2-tailed)	.000	
	N	300	300

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

From the above data it can be inferred that there is association between opportunity to progress at work and employee continuity with the company as (P = .000 < 0.01). Employees these days seek for a job profile which ensures career growth, they enjoy working in an organizational set up which provides them job enrichment and develops ability in them to do multi tasking

3. H_0 : there is no association between training imparted to employees at work and employee continuity with the company

   H_A : there is association between training imparted to employees at work   and employee continuity with the company

Table 1.3

Correlations

		I see myself continuing with organization	My training meets my need for current job
I see myself continuing with organization	Pearson Correlation	1	$.180^{**}$
	Sig. (2-tailed)		.002
	N	300	300
My training meets my need for current job	Pearson Correlation	$.180^{**}$	1
	Sig. (2-tailed)	.002	
	N	300	300

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

From the above data it can be inferred that there is association between training imparted to employees at work and employee continuity with the company as ($P = .002 < 0.01$). Employees tend to continue working with an organization when they experience career and professional growth. One method of ensuring these two aspects is through appropriate training and development which should be pertaining to recent technology or practices implemented in the industry, should be in line with employees' job profile and can be implemented at work.

4. H_0: there is no association between feeling valued at work and employee opinion being considered in the company
   H_A: there is association between feeling valued at work and employee opinion being considered in the company

Table 1.4

Correlations

		I feel valued at my work	My opinion is considered in the company
I feel valued at my work	Pearson Correlation	1	$.210^{**}$
	Sig. (2-tailed)		.000
	N	300	300
My opinion is considered in the company	Pearson Correlation	$.210^{**}$	1
	Sig. (2-tailed)	.000	
	N	300	300

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

From the above data it can be inferred that there is association between feeling valued at work and employee opinion being considered in the company as (P =.000 < 0.01). Employee experiences job satisfaction when his work is valued and has clarity pertaining to importance of his or her task towards productivity of the company. Employees should be encouraged to give their opinion at work it motivates the employees with a sense of being recognized and benefits the company with having multiple ideas which can be chosen by brainstorming sessions.

Table 1.5

DESCRIPTIVE STATISTICS

	N	Mean		Std. Deviation	Dimension On Mean	Dimension on Std. Deviation	RANK
	Statistic	Statistic	Std. Error				
I generally feel informed about changes that affect the company (C 1)	300	3.2200	.06871	1.19009			
Work performed by me and company objective are interlinked with each other (C 2)	300	2.7100	.06808	1.17921	3.126667	1.18022	VIII
Organization clearly communicates what is expected from employees at workplace (C 3)	300	3.4500	.06763	1.17136			
I am aware about training and development activities in organization (T 1)	300	4.0800	.05152	.89233			
I am given real opportunity to improve my skills in the company (T 2)	300	2.7600	.06800	1.17772			VI
Training imparted in organization meets my need for current job (T 3)	300	3.7600	.07456	1.29150	3.533333	1.120517	
I am aware of promotion opportunity within company (C 1)	300	3.5900	.07134	1.23571			

Statement	N	Mean	Std. Error	Std. Deviation	Group Mean	Group Std. Dev	Rank
Job promotion within the company are fair and unbiased (C 2)	300	4.1600	.05283	.91498			
I have opportunity to progress working with organization (C 3)	300	4.3700	.05342	.92518	4.04	1.02529	I
I feel valued at my work (R1)	300	4.2600	.05213	.90284			
My opinion is considered in the company (R2)	300	3.4000	.06282	1.08809			III
Employees in the company are respected regardless of their job (R 3)	300	4.3300	.04484	.77660	3.996667	0.92251	
My manager holds individual employee accountable for the work they do (A 1)	300	3.6900	.07437	1.28819			
My manager provides me with adequate feedback (A2)	300	2.8400	.06267	1.08551			VII
Appraisal review helps me to develop strategies to improve my performance (A 3)	300	3.6300	.06046	1.04726	3.386667	1.14032	
I believe that all the divisions in the company work together to achieve common goal (TM 1)	300	4.3100	.04676	.80999			
My peers in the department are co-operative at work (TM 2)	300	3.7200	.05612	.97198			IV
Organization encourages culture of team work (TM 3)	300	3.6000	.06492	1.12437	3.876667	0.96878	
I feel free to express my opinion at workplace (S 1)	300	3.1200	.06402	1.10892			

I feel sense of job security with my present job (S 2)	300	4.4500	.04795	.83054	3.785	0.96973	V
Considering all the aspects I am satisfied with my present job (SA 1)	300	4.5200	.03610	.62522			
My work is challenging in nature and provides me opportunity to learn (SA 2)	300	3.5000	.05696	.98653			
Organization has good working environment (SA 3)	300	4.0700	.05740	.99418	4.03	0.868643	II
Valid N (list wise)	300						

Table 1.6

RANKING IMPORTANCE OF ORGANIZATION FACTOR

	Respondents 300	
Organization factor	**Mean**	**Rank**
Career opportunity	4.04	I
Job satisfaction	4.03	II
Respect at work	3.996667	III
Team work	3.876667	IV
Security	3.785	V
Training	3.533333	VI
Communication	3.126667	VII

Table shows impact of various factors on the basis of their level of influence on employees and its impact on employees' perception towards organization culture. From the data it can be inferred that career development has a major impact on employee perception towards organization culture followed by job satisfaction, respect at work, team work, job security, training and communication.

SUGGESTIONS

✓ Organizations should maintain transparency in communication within the system, whenever any changes are planned to be implemented or present practices being

updated, it should be clearly communicated to employees in the organization, as they find it easy to cope with changes and feel associated with company.

- ✓ Organizations, during recruitment process, should not only explain what is expected from employees at work but also make them understand the importance of the activity performed by them at organization and how does it affect overall productivity at work. It will help employee to understand significance of his or her role and feel valued for the role offered at work.

- ✓ Organization should implement the practice of job rotation, job enrichment at workplace so that employees have experience as of every task which is part of s banker's job profile. It will develop versatility in an individual in terms of having knowledge for multitasking and also they will not find their jobs to be monotonous in nature.

- ✓ Organization should not only focus on training employees as per the job requirement and follow age old method of training. As an innovative practice employees can also be offered training program by the organization which would help them in developing their overall personality, help them to keep in pace with changing technology in the sector. Later if employees find the program to be useful, organization can always provide option to employees to opt for a paid program coordinated by the organization.

- ✓ Supervisors in the organization should not only confine themselves to their role and authority when it comes to employee appraisal. They should act as mentor to employees at work, guiding them about methods in which work can be performed better and which are the areas of improvement they need to work on. This practice in an organization will help in developing effective superior subordinate relationship at work.

- ✓ Organizations to certain extent should follow decentralized system at work place in terms of freedom of expression. Employees at every department should be given an opportunity to express their ideas and opinion which develops feeling of being valued and recognized at work and also provides organization with creative ideas which may help to develop new strategies providing competitive edge in business practice in comparison to competitors.

- ✓ Organizations should provide platform for on-going training and development programs for employees which will help them improve their skill set and develop sense of learning at work. Companies should have flexible policies to make

employees have a sense of job security, where they are encouraged to work in an environment to be innovative, creative and take risk at work.

✓ Organizations should conduct outings for employees where individuals from various departments can mingle with each other and which will help organizations to develop team spirit and cooperative work culture.

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