

ABSTRACT

The purpose of this exploratory research is to find the level of organizational culture, job satisfaction and organizational role stress in retail sector. Additionally, efforts were made to find relationship among the variables and relationship with the variables under investigation and demographic characteristics like sex, age, experience and managerial level in the organization. The first objective of the study is to examine the level of Job Satisfaction, Organization Role Stress and Organization Culture in retail sector. Second third and fourth objective is to find relationship among organizational culture, job satisfaction and organizational role stress. Fifth objective is to examine the effect of organizational culture on employees' Job Satisfaction and Organizational Roles Stress in retail sector and finally offer suitable suggestions.

To achieve the research objective of the study, retail employees at top management, middle management, and executive level with more than two years of experiences were taken in to consideration. The study was conducted on a sample of 463 retail employees out of which 299 were male and 164 were female employees. Each employee was personally contacted and data was collected through a questionnaire. The employees were asked to fill out the questionnaire after going through carefully given instructions, on each and every scale separately. To measure organizational culture, data was collected through the OCTAPACE scale, developed by Udai Pareek and Rao which comprised of 40 items, containing questions on openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation. Job Satisfaction was measured on a scale developed by Singh. This questionnaire consisted of 20 items that measure the degree of Job Satisfaction. Each item was rated on a five point rating scale. Organizational Role Stress Scale developed by Pareek (1983), was used which consisted of 50 items and measured 10 type of role stressors, i.e., self-role distance, inter role distance, role stagnation, role isolation, role ambiguity, role expectation conflict, role overload, role erosion, resource inadequacy, and personal inadequacy.

Based on the outcome of the statistical analysis, the obtained result was discussed in the light of literature review and other novel findings. From the result, it is evident that the employees of retail sectors are suffering with moderately high level of organizational role stress and the dominant stressors are Role Erosion, Personal Inadequacy, Role Expectation Conflict, Self Role

Distance and Role Stagnation. Additionally, it was found that the male employees in the retail sector, show higher levels of organizational role stress in comparison to their female counterparts and the dominant role stressors are role erosion, personal inadequacy, self role distance and role expectation conflict. It was also noticed that on the dimension of organizational culture, both males and females perceive the culture in the same way, whereas, based on the dimension of job satisfaction, male staff shows slightly higher level of job satisfaction versus their female counterparts.

Further, it was also investigated and found that senior level managers show higher levels of organizational role stress in comparison to their middle and lower level executive in retail sectors and the dominant stressors are role erosion, personal inadequacy, self role distance and role expectation conflict.

Even though the dimension of job satisfaction, showed that the employee of retail sectors show moderately high level of job satisfaction, it was found that the male staff members show higher levels of job satisfaction versus their female counterparts. Top executives of the retail sectors showed lower level of job satisfaction, whereas the middle and lower executives showed slightly high level of job satisfaction.

Based on the dimensions of organizational culture, it was found that the employees of retail sectors are show moderate level of organizational culture and dominant factors includes Openness, Collaboration, Confrontation, Experimentation and Proaction. Both male as well as the female employees of the retail sectors see the culture in the same way. While the dominant factors in males are openness, collaboration, confrontation and proaction, the dominant factors in females are openness, collaboration, confrontation, proaction and trust.

It is clear from the statistical inference that the organizational culture and organizational role stress and its components have negative correlations, which means that if the organizational culture is conducive and harmonious as it is evident from the previous results, the organizational role stress will also not increase and employees will not face any problem related to stress and hence will be productive. From the statistical analysis, it was fund that the organizational culture and job satisfaction show significantly high level of correlation. All the eight but one dimension of organizational culture are positively correlated with job satisfaction. It was also found that the

autonomy factor of organizational culture is negatively correlated with job satisfaction which is in contradiction to the study of Singh & Dubey (2011) that stated that the job satisfaction is negatively correlated with the organizational role stress among middle level executives, and organizational role stress and in the study organizational culture were also found to be negatively correlated among middle level executives and male and female staff of retail sector. The study also supported the findings of Tsai (2011) which indicated positive significant relationship between organization culture and job satisfaction.

An interesting phenomenon was observed: in general, it is assumed that if an employee, enjoying higher levels of autonomy at work place will feel more satisfied with their jobs. However, autonomy was found to be negatively correlated, meaning that the employees are not willing to enjoy the autonomy, which could be because of their fear of failure or their fear of not feeling competent enough to handle the job on their own, without any proper supervision and hence feels dissatisfied with this component.

The same phenomenon was observed in the case of Males and Females; higher age and lower age, high experience and low experience. However, it was found that in the case of higher level managers, autonomy is positively correlated with job satisfaction and again in the case of middle and junior level managers autonomy is negatively correlated with job satisfaction which strengthened the assumption that they feel incompetent to enjoy the autonomy factor and hence this factor is not contributing in inducing job satisfaction,

It is clear from the result the organizational role stress were found negatively correlated with job satisfaction and all the ten dimension of organizational role stress are negatively correlated with job satisfaction. Means if any of the components of organizational role stress will go up the level of job satisfaction among employees will go down.

Further, it was analyzed and found that the negative correlation among the ten dimension of organizational role stress and job satisfaction were found to be negatively correlated in case of males and females; higher age group and lower age group, higher experience and lower experience group of employees. The same pattern of result has also been found in senior, middle and lower level executives of the retail sector.

Female staff members show significantly high levels of role stress versus their male counterparts. Also a significant difference of mean was found on the dimension of role erosion, self role distance and role ambiguity.

There is no significant difference between the scores on the dimensions of the organizational culture among the male and female employees of the retail but significant differences were found on the dimension of trust and autonomy and female staff are feeling more trust and autonomy than in their male counterparts, in contrast to findings of Askari (2011) that stated that the male and the female personnel of government departments in Ferozabad city are seeing the difference in the dimensions of organizational culture.

No significant difference on over all organizational role stress on the dimensions of the organizational role stress among the employees categorized on basis of their experience of the retail sector was found. Even though significant difference of means was observed on the dimension of role expectation conflict and higher experience, employees show high level of stress on this dimension in comparison to the lower experience employees, Significant difference on the dimension of organizational culture and employees with high experience showed more satisfaction on the dimension of organizational culture and the dominant factors are openness, trust, authenticity, proaction and collaboration.

Results even reveals that high experience employees show high level of job satisfaction than low experience employees and the difference was found to be significant at .01 level of significance. The result was supported by work of Adcock (1992) who found that the superintendents, with high experience, in the state of Arkansas were highly satisfied with their jobs than their juniors.

Based on the above results it is suggested that retail sector should do periodic Stress Audit Survey so that the prevailing stressors can be identified and remedies can be suggested as either organizational interventions or employee interventions. It is the responsibility of the Leader to improve organizational culture, by exploring the missing OCTAPACE factors and try to induce it using different OD techniques. Job satisfaction level was found to be moderate. To increase the level of job satisfaction a more elaborative study should be conducted to understand the dissatisfied “on the job” and “off the job” factors beside the relationships with organizational role stress and organizational culture and interventions should be made accordingly.