



A study on the influence of clan work culture on the employees' job satisfaction in the banking sector

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Abstract

Clan work culture in the banking business environment presents a nuanced interplay of challenges and opportunities for organizational and employee performance. The robust emphasis on relationships and interconnectedness within the clan can cultivate trust, loyalty, and effective communication, pivotal factors for success in the banking industry. It establishes an environment where employees feel esteemed, bolstered, and actively involved, resulting in heightened productivity and retention rates. Moreover, clan culture nurtures collaboration and teamwork, facilitating the exchange of knowledge and bolstering problem-solving capabilities. The main objective of this research is to study the influence of clan work culture on job satisfaction in the banking sector. It was able to reach a sample size of 970 respondents in both sector banks. The respondents are the employees of both selected public sector banks (485 employees in each sector as respondents) working in different cadres in banks in Bangalore City. The collected data has been analyzed using linear regression to find out the impact of the constructs on the dependent variable. The research revealed that clan work culture is significantly influencing the job satisfaction in both public and private sector banks.

Keywords: Clan, work culture, public, private sector banks, employee's job satisfaction

Introduction

The work culture of any organization is dependent on relationships with co-workers, peers, superiors, working conditions, nature of work, monetary and non-monetary benefits, performance evaluation system, etc. Time and again research has shown that productivity, quality of life, and profit are the 3 keys of successful organization, and it all depends on the good work culture (Aldhuwaihi, A., *et al.*, 2012). To retain the employees and to attract competent human capital in the organization, work culture plays an important role. The banking sector is the backbone of the Indian economy (Opoku, E.O., *et al.*, 2022). Work culture is an idea that is concerned with individual beliefs, thought processes, employees' attitudes, values, and ideologies of the organization. Workplace culture is defined as the way in which employees interact with one another and clarifies how an organization operates. Every organization's long-term viability is solely dependent on the item evaluation in relation to the intellectual potential of its employees, which in turn influences the organization's environment (Yuxin, W., *et al.*, 2021) [15]. When employees do not respect the company's laws and regulations, the company needs to build a sinewy work culture. Such organizations represent a weak culture. This means that this type of organization's employee performance is all dependent upon the strict procedure they follow. However, organizations want to develop a performance-based organizational culture on the voluntary basis of employee behavior. In this way employees willingly performed tasks & coped with the organization's responsibilities. Performance refers to an employee's ability to fulfill a responsibility assignment or task to the best of his or her ability (Paramita, E., *et al.*, 2018) [14]. It refers to how well a task is accomplished in order for an employee's job to be finished.

There are four types of work culture normally observed in business organizations as follows:

Clan Culture

The bank prioritizes communication with its employees, and the company also tries to build a culture where all employees will feel like family (Krotowska, M. A. and Mierzwa, D. 2023) [7]. But for the public sector banks, due to their size, it's difficult for them to focus on maintaining clan culture. However, clan culture will help companies promote employee engagement (Luu, H. N., *et al.*, 2023) [8].

Adhocracy Culture

The company focuses on innovation and appreciates employees innovating and developing new ideas (Maina, J. 2016) [9]. Also, they are risk takers, as they have realized that the competition in the market is tough, and to stand out, they should focus on innovation (Naveed, R.T., *et al.*, 2016). The majority of the banks follow an adhocracy culture. This type of culture helps the company to generate profits, and also it keeps their employees motivated (Momani, B., and Amand, S. 2015) [11].

Market Culture

Many of the banks don't appreciate such a culture, as in this type of culture, the focus is just on profitability (Gupta, V. and Agarwal, V. 2021) [4]. This type of culture creates a barrier between the employee and the leaders (Prasad, A.B., *et al.*, 2022).

Hierarchy Culture

Banks sometimes discourage this type of culture. As in a hierarchy culture, the company has to be rigid in terms of rules, and this type of culture doesn't encourage the employee to give feedback (Nwakoby *et al.*, 2019) [13]. Banks prefer a very flexible culture, which focuses on communication within the organization. Also, the company encourages creativity (Mary, A.K.S. 2021) [10].

About Clan Work Culture

Clan work culture occurs in companies where staff members function more like a family. These types of company cultures are most common in small, family-owned businesses (Paramita, E., *et al.*, 2018) ^[14]. Clan culture tends to get rid of hierarchies and creates a more supportive work environment where employees are just as involved and valued as upper management. They are likely to use open and informal communication. What you won't find here is a high number of management levels, as employees are seen as more likely to provide open and honest feedback to management (Faliza, N. 2023). It also creates stronger relationships among coworkers. The clan culture can make the workplace more relaxed, encouraging employees to be a bit too relaxed for business. The best way to tell if your company has a clan culture is to look at the relationships among coworkers and managers. If everyone feels like part of a family and is comfortable with one another, you likely have a clan culture (Almas, A. 2017). "Clan culture" is a term used to describe a type of organizational culture typically found in small, medium-sized, or family-owned businesses. It is characterized by a great emphasis on trust, loyalty, tradition, heritage, and a sense of familial relations among employees. However, this organizational culture can also be seen in larger companies with a strong sense of community and shared values among employees. The business leader is often viewed as a mentor or paternal figure, and all the employees are regarded as family members of the company (Shehri, Mohammed, *et al.*, 2017). This organizational culture fosters long-term relationships with all those involved, including employees, customers, and suppliers. The power of decision-making is often not focused at the center but is decentralized, and individual employees and teams enjoy a high degree of autonomy. Clan culture also emphasizes working together as a team and collaboration. It is a significant belief that the company's success depends significantly on the group's success (Varma, S.R. and Saxena, N. 1990).

Job Satisfaction

A more recent definition of the concept of job satisfaction is from Md. Faisal-E-Ala *et al.* (2022) ^[24], who have noted that job satisfaction includes multidimensional psychological responses to an individual's job and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components (Arokiasamy, A.R.A., and Baba, R., 2019) ^[3]. A person with a high level of job satisfaction holds positive feelings about the job, while a person who is dissatisfied holds negative feelings about the job. Job satisfaction is simply how people feel about their jobs and different aspects of their jobs. Job satisfaction describes how happy an individual is with his or her job. According to Saxena, N., and Kumar, R. (2022) ^[27], job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings (Mushtaq, M., *et al.*, 2022) ^[26]. Others have defined it as simply how content an individual is with his or her job—whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall) and the facet level (whether or not the individual is satisfied with different aspects of the job). (Olanipekun, L.O. 2021) ^[22] lists 14 common facets: Appreciation,

communication, coworkers, fringe benefits, job conditions, nature of the work, organization, personal growth, policies and procedures, promotion opportunities, recognition, security, and supervision (Balamurugan, K. and Vanniarajan, T. 2016) ^[17]. Intrinsic factors such as achievement, recognition, the work itself, and responsibility are job satisfiers, whereas extrinsic factors such as security, supervision, salary, working conditions, etc., are job dissatisfiers. According to the study of Md Hakim, A. (2015) ^[16], job rewards (e.g., pay, job security, and promotion) have been proved to have a positive correlation with job satisfaction. Job satisfaction can be defined as the positive feeling about one's job resulting from an evaluation of its characteristics. 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 (Das, A, 2022) ^[23]. The banking sector, being a service industry, must strive more to provide greater satisfaction to its employees, as this sector is customer-centric, target-oriented, and highly competitive, wherein greater satisfaction of the employees is essential for maximum output both at the employee and organizational levels. Job satisfaction can be an important indicator of how employees feel about their jobs and a predictor of work behaviors such as organizational citizenship, absenteeism, and turnover (Ismail, F., *et al.*, 2021) ^[21]. Further, job satisfaction can partially mediate the relationship of personality variables and deviant work behaviors. Job satisfaction is a set of favorable or unfavorable feelings with which employees view their work (Paais, M. 2018) ^[18]. It is a worker's sense of achievement and accomplishment and is generally supposed to be directly linked to productivity as well as to personal well-being (Ajlouni, J.A. 2015). Job satisfaction is a subjective indicator that indicates how contented an individual feels while performing his/her duties (Agbozo, G.K., *et al.*, 2017). It is subjective in the sense that it cannot be defined by a single measurement alone (Krishna, V. S., 2022).

Literature Review

Later Western and American organizations developed clan culture because they believed that clan culture could facilitate an organization to adapt to a changing environment due to the glue holding them together such as shared goals, values, and beliefs. (Moses, O. C, *etal.*,2021) ^[12] pinpoint that the basic assumption of clan culture is that people can behave appropriately when there is trust in each other, loyalty to the company and when there is a mentorship through employee engagement. (D. B Lund, D. B 2003) According to the study, clan culture is an organic type of culture that enhances the ability to achieve a higher level of success in product development and change implementation. (Gupta, V. and Agarwal, V. 2021) ^[4] The study found that the development of clan culture is always aligned with the interests of the stakeholders in companies that are constantly experiencing pressures that require a change in business processes (Kasliwal, P.J, *etal.*, 2023). A clan culture eliminates the negative influence of power while improving collaborative work among the employees; thus, enhancing the potential of applying the SPI strategy. A clan culture resembles a family-like type of corporate setting that dwells on coaching, supporting, and performing duties and roles together like a family. A considerable

relationship between culture and the timely delivery of goals in the construction industry exists; hence, the implementation of a strategy is easier when clan culture is applied by companies in the construction industry. Clan culture emphasizes more on commonality and consensus of goals and values (Nwakoby, et al., 2019) ^[13]. Where there is clan culture, the working environment is very friendly and employees have much in common just like a family. This is comparable to an extended family. Clan culture facilitates a 'we' feeling, sense of belonging, and teamwork (Momani, B., and Amand, S. 2015) ^[11]. If the organization has formulated new strategies, it would be easier to implement them in such a friendly and family-like environment. This culture creates trust and motivation among staff members (Agarwal, S. 2018). Clan culture is appropriate for an organization intending to apply the transformational approach because the culture facilitates a platform for the human assets and the leaders to collaborate in implementing strategies. This type of culture is engaging and quite intriguing for the employees because they have the freedom to propose ideas that help in the attainment of mutual benefits within the organization. Clan culture is the most synergetic type of culture. It is the most uncompetitive among the four dimensions of organizational culture and is characterized by trust, teamwork, and support. Leaders of the organization at various levels are seen as father figures or mentors. Some of the espoused values of clan culture are attachment, affiliation, trust, collaboration, and support, while the artifacts or behaviors are teamwork, employee involvement, participation, and open communication. It is further assumed that since clan culture promotes human affiliation, employees develop favorable attitudes that are oriented towards the company. One of the most viable type of culture is clan, which is associated with the team playing and the development of high cohesiveness. These factors influence high performance and commitment to achieving set goals within the timelines. (Hasan, H. 2023) ^[5] critics of clan culture argue that companies adopting this form of culture lack diversity. (Manivannan, M. and Kathiravan, C. 2017) highlight the persistence of the clan-oriented culture arguing that its deep-seated roots interfere with organizational structures. On the other hand, (Aondona, I.S 2020) ^[2] state that the main responsibility of clan culture is to facilitate mentorship of those under a leader's jurisdiction and show commitment to involve employees in the organization's activities. This would then promote loyalty and empower employees to increase productivity and promote business success. Organizations that adopt clan culture care about the development of their employees and their involvement in daily activities more than following rules and regulations as in hierarchies (Al-swidi, A K. and Mahmood, R. 2011) ^[1]. Some of the notable characteristics of People Express that led to its success were minimal management levels, self-management, and informality as well as employee ownership. Others included the presence of a self-selected work team of three to four people, the participation of not less than four unconnected management committees to help the firm make decisions and job rotation where sometimes pilots were involved in handling baggage and in reservations hosts. (Ayotunde, O.M., et al., 2018) concluded that the downfall of People Express occurred when the company was merged with Frontier Airlines due to the incompatibility of clan culture with the highly unionized airline. The American firms that adopted clan culture in the

late 1970s and 1980s realized that it made good business sense. For instance, they realized that during turbulent times in the marketplace when planning was difficult and decision making uncertain coordination of business activities was effective where an organization had a clan culture (Dazzi, F., 2019). The bureaucratic environment was seen to hinder creativity among the human assets and organizational cultures that foster power distances among members in different levels of the organization resulting in poor strategy implementation (Kavale and Mugwika, S. 2022) ^[6, 25]. The study recommended the application of the clan culture as a desirable approach towards enhancing the ability to implement strategies in the organization. The Japanese firm seemed more like an extended family rather than economic entities, as they had a lot of cohesion, employee involvement, commitment, and a sense of "weness" (D. B Lund, D. B 2003). Something distinguishing that was observed is that in Japanese firms, semi-autonomous work teams could hire and fire their members and got rewards based on team accomplishment. There were also quality domains that inspired their members to voice their suggestions on ways of improving their performance and how things can be done in the company (Amah, E. 2012).

Research Problem

Understanding clan work culture enables banks to rapidly adjust to these changes and maintain their relevance and competitiveness. As far as the researcher is aware, there were no research articles focusing on the study, a study on the influence of clan work culture on job satisfaction in the banking sector in Bangalore City. Clan culture in the banking business cultivates a familial atmosphere. It prioritizes loyalty, employee experience, engagement, and collaboration. Its flat hierarchy nurtures tight-knit teams bonded by a common purpose. These teams embody the organization's vision and mission. "Clan culture" parallels traditional kinship groups. In these groups, individuals bond over shared ancestry. In this organizational setting, management prioritizes flexibility over rigid control. Rules are enforced socially rather than through formal procedures, so each individual follows them without leaders enforcing them. There is no research work that has been done on what culture influences the job satisfaction of the employees of banks with specific reference to the clan work culture in Bangalore city. Fewer contributions were made on the contribution or role of employee satisfaction with special reference to a comparative study with respect to public and private banks.

Research 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. The impact of clan work culture on employee job satisfaction in the public and private banking sectors was assessed in this study, which was conducted using the survey method. Sugiyono (2017) stated that a population is a general group that includes subjects or items that have certain characteristics and qualities that have been determined by the studies to be analyzed before reaching a conclusion. In the present study, the data has been collected from the bank employees of both public and private sector banks. public sector banks such as State Bank of India, Canara Bank, Bank of Baroda, Indian Overseas Bank, and

Union Bank of India and the private sector banks such as ICICI Bank Ltd., Housing Development Finance Corporation Limited (HDFC Ltd.), Axis Bank Limited, Kotak Mahindra Bank Ltd., etc., the employees having at least one year of work experience. In this study, a simple random sampling method was used to ensure accurate representation of the population. According to Arianto & Difa (2020), this sampling method simply selects sample participants from the population without considering population strata. This study involved banking sectors, with 485 employees in each banking sector as respondents. The researcher has collected all the primary data from the employee's job satisfaction of these branches randomly. The researcher has designed separate questionnaires followed by interviews to get complete details for the study for both banks, especially the employees working in public and private sector banks. These questionnaires were constructed based on a 5-point Likert scale.

Objectives Of The Study

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

Hypothesis

H0: There is no significant influence of clan work culture on employee job satisfaction in public sector banks in Bangalore city.

H1: There is a significant influence of clan work culture on employee job satisfaction in public sector banks in Bangalore city.

H0: There is no significant influence of clan work culture on employee job satisfaction in private sector banks in Bangalore city.

H2: There is a significant influence of clan work culture on employee job satisfaction in private sector banks in Bangalore city.

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.

1. 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.

Population And Sample Size

It indicates the number of people to be surveyed. Though large samples give more reliable results than small samples due to constraints of time and money, it was able to reach a sample size of 970 respondents in both sector banks. The respondents are the employees of both selected public sector banks (485 employees in each sector as respondents) working in different cadres in banks in Bangalore City. The collected data has been analyzed using linear regression to find out the impact of the constructs on the dependent variable.

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, 1123 bank employees were reached to issue and fill out the questionnaire, out of which 970 responded, and the response rate is 86%.

Scope of The Study

The purpose of this study is to verify the extent of influence of clan work culture on employees' jobs in a comparison between public and private sector banks in Bengaluru city. The study is confined to finding out the impact of clan work culture on the 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 satisfaction level at the selected private sector banks, such as ICICI Bank, HDFC Bank, Axis Bank, Kotak Mahindra Bank, and Karnataka Bank Ltd., in Bengaluru City.

Data Analysis

Influence of Clan Work Culture on Employees Job Satisfaction in public Sector Banks

A multiple regression analysis was used to investigate the effect of 12 variables of clan work culture on employees' job satisfaction in public sector banks. From the above table it is understood that clan work culture ($R=.896a$, indicating a high degree of correlation among the variables, $t = 1.372$, $p < .000a$) has a significant effect on employees' job satisfaction in public sector banks. Hence, it can be concluded that if the average level of clan work culture were high, the average level of employee job satisfaction in public sector banks would also be high. The analysis also reveals that clan work culture was able to explain the total variation in employees' job satisfaction in public sector banks by the regression model, with an R^2 of about 80.2% being high, indicating the model fits the data well. Thus, answering the alternative hypothesis, H1: There is a significant influence of clan work culture on employee job satisfaction in public sector banks in Bangalore city, posited for this research is accepted. When in multiple linear regression, only a few independent variables are significant, while the other variables are not significant, which is not a problem. It means that the goodness-of-fit model test is already significant.

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.896 ^a	.802	.797		.62039	
ANOVA ^b						
Model	Sum of Squares	df	Mean Square		F	Sig.
1	Regression	736.590	12		61.383	.000 ^a
	Residual	181.665	472		.385	
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.108	.078		1.372	.171
	The management facilitate with mentorship	.197	.032	.187	6.079	.000
	Loyalty and employees empowerment.	-.064	.068	-.066	-.936	.350
	Employees collaboration, cohesiveness, team work and open communication.	-.019	.100	-.019	-.188	.851
	Teamwork and feel like an extended family.	.136	.110	.131	1.232	.219
	Bank welcomes and promote employee engagement.	.338	.094	.340	3.582	.000
	Scope for employees sentiments.	.193	.076	.192	2.548	.011
	The policies and procedure are people-oriented.	.084	.102	.083	.817	.414
	Identify and recognition	.528	.116	.532	4.544	.000
	Transparency and welcomes for suggestions.	-.240	.082	-.241	-2.925	.004
	Value-driven management	.259	.087	.256	2.985	.003
	Existence coordination & integration.	-.169	.071	-.173	-2.367	.018
Commitment to involve employees in the organization's activities.	-.289	.082	-.288	-3.506	.000	

a. Dependent Variable: Employees Job Satisfaction in Public Sector Banks

The coefficient table shows the contribution of each clan work culture to the employee's job satisfaction. From the above table, the beta values demonstrate the unique contribution for the variables, such as the management facilitating with mentorship ($\beta=.197$) ($p=.000$). Bank welcomes and promotes employee engagement ($\beta=.338$) ($p=.000$). Scope for employee sentiments ($\beta=.193$) ($p=.011$), identification and recognition ($\beta=.528$) ($p=.000$), transparency and welcome for suggestions ($\beta=-.240$) ($p=.004$), value-driven management ($\beta=.259$) ($p=.003$), existence coordination & integration ($\beta=-.169$) ($p=.018$), and commitment to involve employees in the organization's activities ($\beta=-.289$) ($p=.000$) were significantly influencing employees' job satisfaction in public sector banks.

Regression equation

$$\text{Employee job satisfaction in public sector banks} = \alpha + \beta_1(\text{mfm}) + \beta_2(\text{bpee}) + \beta_3(\text{ses}) + \beta_4(\text{Ir}) + \beta_5(\text{Tws}) + \beta_6(\text{vdm}) + \beta_7(\text{eci}) + \beta_8(\text{cieo}) + \mu$$

Influence of Clan Work Culture on Employees Job Satisfaction in private Sector Banks

A multiple regression analysis was used to investigate the effect of 12 variables of clan work culture on employees' job satisfaction in private sector banks. From the above table it is understood that clan work culture ($R=.908a$, indicating a high degree of correlation among the variables, $t = -.280$, $p < .000a$) has a significant effect on employees' job satisfaction in private sector banks. Hence, it can be concluded that if the average level of clan 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 clan work culture was able to explain the total variation in employees' job satisfaction in private sector banks by the regression model, with an R^2 of about 82.5% being high, indicating the model fits the data well. Thus, answering the alternative hypothesis, H_2 : There is a significant influence of clan work culture on employee job satisfaction in private sector banks in Bangalore city, posited for this research is accepted.

Model Summary						
Model	R	R Square	Adjusted R Square		Std. Error of the Estimate	
1	.908 ^a	.825	.821		.61371	
ANOVA ^b						
Model	Sum of Squares	df	Mean Square		F	Sig.
1	Regression	839.696	12		69.975	.000 ^a
	Residual	177.776	472		.377	
	Total	1017.472	484			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.009	.070		-.130	.897
	The management facilitate with mentorship	.661	.124	.619	5.345	.000
	Loyalty and employees empowerment.	-.058	.125	-.054	-.464	.643
	Employees collaboration, cohesiveness, team work and open communication.	-.406	.098	-.381	-4.119	.000
	Teamwork and feel like an extended family.	.411	.114	.383	3.597	.000

Bank welcomes and promote employee engagement.	.514	.093	.483	5.508	.000
Scope for employees sentiments.	.108	.103	.104	1.051	.294
The policies and procedure are people-oriented.	-.299	.083	-.281	-3.607	.000
Identify and recognition	.003	.089	.003	.033	.974
Transparency and welcomes for suggestions.	.203	.070	.193	2.911	.004
Value-driven management	-.027	.086	-.026	-.320	.749
Existence coordination & integration.	.185	.079	.175	2.337	.020
Commitment to involve employees in the organization’s activities.	-.316	.127	-.297	-2.488	.013
a. Dependent Variable: Employees Job Satisfaction in private sector Banks					

The coefficient table shows the contribution of each clan work culture to the employee’s job satisfaction. From the above table the beta values demonstrate the unique contribution for the variables such as the management facilitate with mentorship ($\beta=.661$) ($p=.000$), Employees collaboration, cohesiveness, team work and open communication ($\beta=-.406$) ($p=.000$), Teamwork and feel like an extended family ($\beta=.411$) ($p=.000$), Bank welcomes and promote employee engagement ($\beta=.514$) ($p=.000$), The policies and procedure are people-oriented ($\beta=-.299$) ($p=.000$), Transparency and welcomes for suggestions ($\beta=.203$) ($p=.004$), Existence coordination & integration ($\beta=.185$) ($p=.020$) and Commitment to involve employees in the organization’s activities ($\beta=-.316$) ($p=.013$) are the factors significantly influencing employees job satisfaction in private sector banks.

Regression equation

Employee job satisfaction in Private sector banks= $\alpha+\beta1(mfm)+\beta2(ec)+\beta3(tec)+\beta4(bwpe)+\beta5(pppo)+\beta6(tws)+\beta7(eci)+\beta8(cieo)+\mu$

Comparison of Clan work culture between public and private sector banks

Employee job satisfaction in public sector banks= $\alpha+\beta1(mfm)+\beta2(bpee)+\beta3(ses)+\beta4(Ir)+\beta5(Tws)+\beta6(vdm)+\beta7(eci)+\beta8(cieo)+\mu$

Employee job satisfaction in Private sector banks= $\alpha+\beta1(mfm)+\beta2(ec)+\beta3(tec)+\beta4(bwpe)+\beta5(pppo)+\beta6(tws)+\beta7(eci)+\beta8(cieo)+\mu$

Research Findings

The research revealed that the unique contribution for the variables such as the management facilitate with mentorship, Bank welcomes and promotes employee engagement, scope for employee sentiments, identification and recognition, transparency and welcomes for suggestions, value-driven management, existing coordination & integration, and commitment to involve employees in the organization’s activities were found significant with employee job satisfaction in public sector banks.

It is also found the unique contribution for the variables such as the management facilitate with mentorship, Employees collaboration, cohesiveness, team work and open communication, Teamwork and feel like an extended family, Bank welcomes and promote employee engagement, the policies and procedure are people-oriented, Identify and recognition, Transparency and welcomes for suggestions, Existence coordination & integration and Commitment to involve employees in the organization’s activities were found significant with Employee job satisfaction in Private sector banks.

Suggestions

1. Banks can improve job satisfaction among their employees by focusing on these factors. For example, banks can provide employees with strong leadership, offer competitive rewards, and create a positive work environment. By doing so, banks can boost employee morale and productivity, which can lead to improved customer service and financial performance.
2. Banks can thus provide different financial and nonfinancial rewards to make their jobs secure, recognize their efforts, and provide opportunities to participate in the decision-making process to make employees at all levels feel valued, safe, and comfortable and to have opportunities for growth.
3. Create a good and healthy environment at the workplace and increase the environment. Some of the employees find their job boring and monotonous. Encourage them to take part in extra co-curricular activities.
4. Employees and managers should meet at regular intervals with the employees to discuss the improvement in the company, at the workplace, and in their living standard, family problems, etc.
5. The gap between managers and the employees should be reduced by raising the level of engagement. For example, by conducting extra co-curricular activities like social and cultural programs.
6. The gap between managers and the employees should be reduced by raising the level of engagement. For example, by conducting extra co-curricular activities like social and cultural programs.
7. In the case of public sector banks, most of the employees feel that there is no free flow of communication between employers and employees. So, some sort of informal communication space or channel may be created. Measures like informal gathering and sharing of views, open house sessions for putting their opinions, etc.
8. Organizations that harness their team's spirit continually develop and empower their employees, which suggests encouraging organizational employees to perform within the growth of functioning to achieve high operational efficiency even within the organization.
9. The team leaders should be given ample freedom in selecting the team members for a particular job.
10. Very few employees feel that their ideas or work are not recognized/appreciated. So management should encourage them by making them feel that their ideas are noteworthy as well as that they are important for the company.
11. Create opportunities for employees to connect and build relationships with one another, such as through team-building activities, company events, and mentorship programs. Encourage open communication and

collaboration, and ensure employees feel valued and supported.

12. Offer training and development programs that help employees build their skills and advance their careers. Encourage employees to take on new challenges, pursue their passions, and provide opportunities for growth and advancement within the company.
13. Model the behaviors and attitudes that bank want to see in your employees. Bank authorities should be open, transparent, and communicative, and demonstrate a commitment to the shared values and goals of the organization.
14. Regularly assess the success of bank's clan culture initiatives using metrics such as employee satisfaction, productivity, and retention rates. Use this feedback to refine bank's approach and improve it's organizational culture.
15. By following these steps, banks can create a sustainable clan culture in your organization that fosters a sense of community, empowers employees, and drives success.

Limitation

1. Multiple regression analyses, was the only statistical tools used in the study.
2. The factors related to an employee's job satisfaction vary from bank to bank; it might not be influenced by work culture alone.
3. The result obtained is based on the respondents' opinion, so there is a chance of consumer bias.
4. The samples selected to study each product category have not crossed more than 1250, but the overall sample size used in the study was 485 each and total sample in 970, which may not be sufficient to draw the exact results.
5. The study is restricted to Bangalore City only, and the result may not be applicable to other places.
6. 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.

Conclusions

As earlier studies reveal, work culture varies from bank to bank. So every bank, irrespective of whether it is public or private, 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 clan work culture affecting job satisfaction of employees working in public and private sector banks in Bangalore City. Institutions must create a culture that increases the confidence of their workers and that they have great agreement, strong behavior, cohesion, and great loyalty. 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 the demonstrated fundamental power of work culture. 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. The present study has undertaken to find out the influence of adhocracy work culture on employee job satisfaction between selected public and private sector banks in Bangalore City.

Directions For The Future Research

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. Employee views of job satisfaction and retention may also be examined at the individual level in relation to personality variables. 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 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. In order to investigate the direct and indirect factors of culture, research should take management viewpoints 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.

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