

Report On

**“The Effects of Organizational Culture on Job Performance
and Job Satisfaction of Employees”**

By

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18104068

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business and Administration.

BRAC Business School

BRAC University

February, 2022

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

Student's Full Name and Signature

Faria Khan Miti

ID: 18104068

Supervisor's Full name and Signature

Mr. Jubairul Islam Shaown

Lecturer

BRAC Business School

BRAC University

Letter of Transmittal

Mr. Jubairul Islam Shaown

Lecturer

BRAC Business School

BRAC University, 66 Mohakhali, Dhaka-1212

Subject: Internship report on “The Effects of Organizational Culture on Job Performance and Job Satisfaction of Employees” submission.

Dear Sir,

It is a great honor to present my internship report on “The Effects of Organizational Culture on Job Performance and Job Satisfaction of Employees”. I had been appointed as an intern in the Human Resources department at Al-Mostofa Group. So, I have prepared a report on this department.

I have greatly attempted to complete the internship report from the data I received while working at Al-Mostofa Group. Also gathered the relevant secondary information from different resources possible. I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Faria Khan Miti

18104068

BRAC Business School

BRAC University

Date: 8 February, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between Al-Mostofa Group and the undersigned student of BRAC University, Faria Khan Miti, 18104068. The agreement is made to ensure that no confidential data about the organization will be disclosed by the intern or the institute.

.....

Al-Mostofa Group

.....

Faria Khan Miti

ID: 18104068

Acknowledgement

I am delighted to convey my gratitude to my internship supervisor, Mr. Jubairul Islam Shaown sir and my co-supervisor Mr. Mohammad Atiqul Basher sir for helping and guiding me continuously from the very first day of my internship journey and also considering my limitations. Thank you for being continuously active through e-mails and giving us the opportunity to explain our queries through phone call whenever needed.

Along with that I am also grateful towards Al-Mostofa Group and my onsite supervisor, Mr. Azizul Haque Rana sir for cooperating with me and providing all the necessary information that were allowed to disclose.

Executive Summary

This is an internship report on “The Effects of Organizational Culture on Job Performance and Job Satisfaction of Employees” at Al-Mostofa Group. The report highlights the importance of organizational culture on job performance and job satisfaction. Organizational culture consists of many elements such as, shared vision, mission, goals, internal environment, behavior of management, working environment, leadership style etc. All these elements help and build organizational culture. Job performance is deeply connected with organizational culture. If the culture of the office is positive and pleasant then job performance gets better and employees feel motivated and get productive, and vice versa if the work culture is unfriendly. I have conducted a survey on the employees of Al-Mostofa group where they did not have to enclose their identity so they could be very honest. My study proves this theory through my internship report on Al-Mostofa group’s head office culture and environment. In my report I have shown that culture effects job satisfaction which then effects job performance. In the head office of Al-Mostofa group, leadership style is autocratic and employees get their order mostly from MD sir himself. Md sir has a fondness for having a control on everything. This is good as the decisions are taken quickly. But this creates a negative environment for the employees as their opinion are not valued mostly. Only the top-level managers can share their thoughts and others have to follow orders without much to say or do. Also, the employees are not satisfied with working hours and remuneration. As a result, during my internship, I have seen many employees have left the job for even a slightly better option. I would recommend them to change their leadership policy and value their employees more for more diverse decision which will create a friendly workplace. Also, I would suggest them to change their working day policy. Even if they operate six days a week, they can have half day on Saturday which will help the employees to rest properly and be energized the next day. Thus, they will be able to create a pleasant and friendly work environment and culture and their employees will be satisfied and job performance will be better.

Key Words

Environment, organizational culture, job satisfaction, job performance.

Chapter 1: Overview of Internship

1.1 Student Information:

Name: Faria Khan Miti

ID: 18104068

Program: Bachelors of Business Administration

Major: Human Resource Management

1.2 Internship Information:

1.2.1 Period: 7th November 2021 – 31st January 2022

Company Name: Al-Mostafa Group

Department: Human Resource Management and Admin

Address: 2nd floor, 57 & 57-A, Uday Tower, Gulshan-1 Circle.

1.2.2 Internship Company Supervisor's Information:

Name: Md. Azizul Haque Rana

Position: Executive

1.2.3 Job Scope: As an HR intern I had to do most of the HR related tasks. Assisted HR&A executive.

Job Description:

- I had to prepare job circular and update job requirements and job description.
- Had to organize recruitment & interview program.
- Had to prepare monthly payroll.
- Collected and updated the database with new hire information.
- Tracked progress, movement and kept data assorted of marketing department
- Prepared requisition for office supplies, received and organized them.

1.3 Internship Outcomes:

1.3.1 Student's contribution to the company:

My contribution to the company as HR intern is given below:

- I had worked in different departments too. I had to work with internal audit department to help prepare the balance sheet. I had to check the sheet for any mistake and recalculate every number.
- I had to prepare monthly salary sheet and update the payroll software. I had to check and ensure everyone's salary sheet is properly updated and everyone got their salaries.
- I had to track the movement of marketing team and update the attendance sheet accordingly.
- I prepared requisition form for office supplies.
- I maintained and updated office supplies.

1.3.2 Benefits to the student: The internship has benefitted me greatly. Some of the benefits of this internships, according to me are given below:

- I have learned about management.
- Learned about various software used in management.
- Learned tracking via phone number or car number.
- Learned about corporation ethics, work culture and communication.
- Learned how to handle office employees.
- Learned insights about recruitment system. How they select candidates amongst the pool of resumes.

1.3.3 Difficulties faced during the internship period: Apart from benefits, I had to face some difficulties too. During the internship the hurdles I had to face are given below:

- During this pandemic it is difficult to do internship in an office where there is a large number of employees in a confined area.
- I am the first intern of this organization. So, I faced various difficulties while collecting data.
- The employees were not interested in giving me the necessary data for my report as they were worried about confidentiality.
- Had to make them understand the difference between an intern and a full-time employee. Sometimes, they wanted me to perform a task that only my supervisor could do but I was not allowed. Such as, adjusting attendance report due to office shift.
- My office changed location after one month of my internship so I had to face troubles of changing office and adjusting to a new area again.
- My supervisor was away for a few days for his own wedding program and that was the most difficult time for me and I had to single handedly manage the HR and Admin department.
- Finally, working six days a week for nine hours while pursuing another course was extremely challenging for me.

1.3.4 Recommendations to the company on future internships:

As mentioned earlier, I am the first intern of this organization, I would like them to be more helpful towards the future interns. They need to provide interns with ID cards so that the interns do not face security check daily and think themselves as a part of the organization and not as an outsider. They need to properly utilize the interns and neither over burden them with tasks nor keep them idle at office. Moreover, working six days a week is very difficult for interns as they have to write a report too. So, they need to give the interns some time and space to write the report. Lastly, the interns should be provided with a designated place and equipment. All of these recommendations will benefit the future interns, in my opinion.

Chapter 2: Organization Part

2.1 Introduction:

Founded in 2008, Al-Mostafa Group is one of the prominent industrial corporations in Bangladesh & engaged with off-set printing-packaging, flexible printing packaging, FIBC Bags, fertilizer, sugar, various food grain, woven bags, electric power & domestic cables, busbar, strip, super enameling wire, copper & aluminum rod, conductor, overhead conductor line, ceiling fans, UPVC pipe-fittings, plastic compound, printing ink, disposable plastic tea cup, ice cup, plate etc. along with shipping lines & ship manufacturing business.

2.2 Overview of the Company:

2.2.1 Vision:

To be recognized amongst the top five flexible packaging manufacturers in the Asia Pacific Region by 2020.

2.2.2 Mission:

To maintain our position of leadership in the flexible packaging industry through building upon our existing businesses, operating in market segments where we have the opportunity to become the recognized leader and through application of emerging technology to manufacture innovative products at competitive cost.

2.2.3 Objectives:

- To meet or exceed our customer's expectations, producing superior quality and exceptional service at a fair profit.
- To provide services and produce products which value, performance, and market success for our customers and stakeholder.
- To focus on continuous improvement and constantly strive for total quality in all areas.
- To establish an absolute commitment to customer satisfaction through establishing an empowered team of employees.

2.3 Management Practices:

2.3.1 Leadership Practices:

The leadership style in Al-Mostofa head quarter is definitely autocratic style. The management takes orders from the Managing Director sir and channel them throughout the office employees. All the decisions are taken by Director and MD sir and sometimes only high-level managers are allowed to share their opinion with the owners. It helps the management to work faster and deliver the work on time as they are only following orders of the owners rather than losing time in discussion.

2.3.2 HRM Practices:

In the head quarter there are currently 271 employees in various departments. They have departments of Purchase, HR&A, IT, Marketing, Accounts, Finance, Commercial (export & Import), Audit and Media. Even with this many departments they lack behind in HR&A department which is consist of three members only. Amongst them one has recently resigned leaving behind my supervisor to be only one in executive level and other employee is the General Manager of HR&A department. Most of the planning and training session takes place in industry level where new hires are trained on the job. Also, in the head quarter new hires are trained on the job. They just watch people work for two days and assist executives after that they also start working. Al-Mostofa group hires people by circulating job vacancies and call people for a direct interview. Senior managers interview the candidates and hire employees. The compensation system and incentives are confidential.

2.4 Marketing Practices:

The organization does want to share many data. But what I have observed so far is that they have vast product line and their target customers are based upon products. Mostly they target customers outside of Dhaka and various other industries who look for packaging companies. They advertise through billboards outside Dhaka. They mostly sell to wholesalers and distributors along with some high-level industries such as, Meghna group, City group, Walton, Haque group, Abdul Monem Ltd. are their clients of various products.

2.5 Financial Performance and Accounting Practices:

2.5.1: The balance sheet and the profit of loss account for Al-Mostofa Group for the year ending 2018, 2019 and 2020 are as follows:

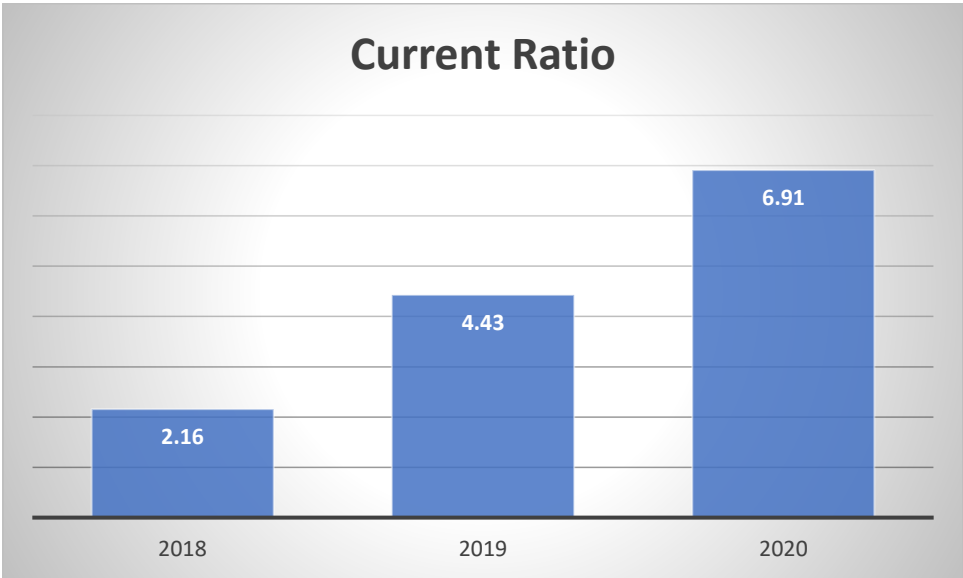
Statement of Profit/loss for the year ended 30th June 2018, 2019 and 2020			
Particular	1st July 2017 - 30th June 2018	1st July 2018 - 30th June 2019	1st July 2019 - 30th June 2020
	BDT (million)	BDT (million)	BDT (million)
Sales	17,960.00	16,380.00	14,355.00
Less: Cost of goods sold	(10,776.00)	(10,647.00)	(10,048.50)
Gross profit	7,184.00	5,733.00	4,306.50
Less: Operating expense	(1,753.62)	(1,787.30)	(1,803.49)
EBIT	5,430.38	3,945.70	2,503.01
Less: Interest expense	(233.52)	(262.70)	(263.85)
EBT	5,196.86	3,683.00	2,239.16
Less: Tax expense	(1,039.37)	(920.75)	(559.79)
Net profit/(loss)	4,157.49	2,762.25	1,679.37

Statement of Balance Sheet as at 30th June 2018, 2019 and 2020			
Particular	1st July 2017 - 30th June 2018	1st July 2018 - 30th June 2019	1st July 2019 - 30th June 2020
	BDT (million)	BDT (million)	BDT (million)
Non-current assets (Written down value)	9,575.87	8,750.39	7,569.12
Current Assets			
Inventory	2,097.14	3,628.02	3,558.32
Account receivables	2,079.63	1,953.55	1,978.54
Cash and cash equivalent	3,358.00	3,721.04	3,151.96
Total current asset	7,534.77	9,302.61	8,688.82
Total assets	17,110.64	18,053.00	16,257.94
Current Liabilities			
Account payables	1,586.96	735.56	400.37
Short-term loan	1,901.33	1,366.04	856.36
Total current liability	3,488.29	2,101.60	1,256.73
Non-current Liabilities			
Bank loan	3,585.60	3,152.40	2,831.59
Total non-current liabilities	3,585.60	3,152.40	2,831.59
Total liabilities	7,073.89	5,254.00	4,088.32
Owner's equity			
Capital	3,505.00	3,505.00	3,505.00
Profit for the year	4,157.49	2,762.25	1,679.37

Retained earnings	2,374.26	6,531.75	6,985.25
Total owner's equity	10,036.75	12,799.00	12,169.62
Total liability and owner's equity	17,110.64	18,053.00	16,257.94

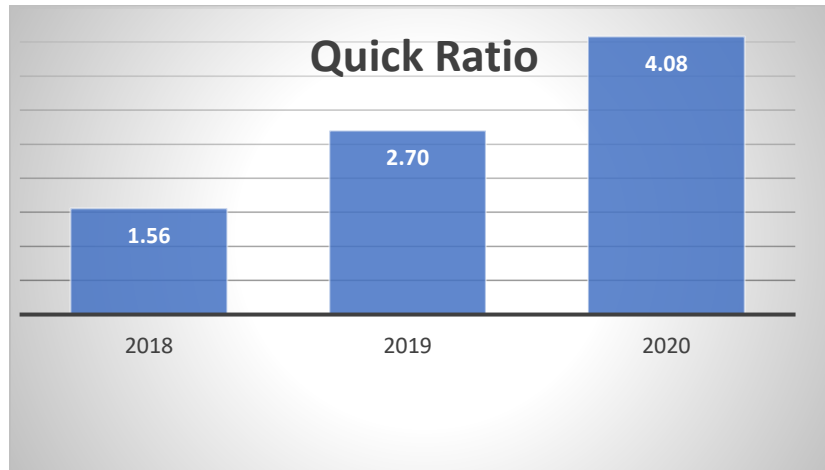
Based on the data of the past three years, some ratios have been calculated to evaluate the performance of the company. These ratios will give a highlight of the company's various performance over the year. The ratio analysis for Al-Mostofa Group are as follows:

1. Current Ratio:



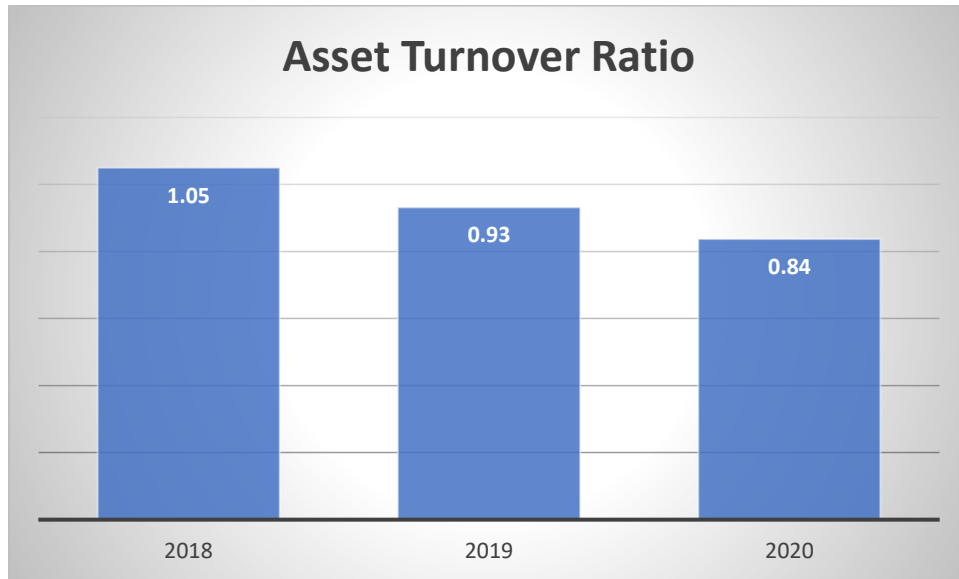
The current ratio significantly increased between 2018 and 2020. The standard current ratio is 2:1. This was the case in 2018, however in 2020 it was at 6.91:1, which is significantly above the standard. One positive take on this is that the company's current liabilities are sufficiently back by current assets. However, a significant portion of the current assets were comprised of inventory and account receivables. So, we can see that the company has significant current asset in the form of low liquid items.

2. Quick Ratio:



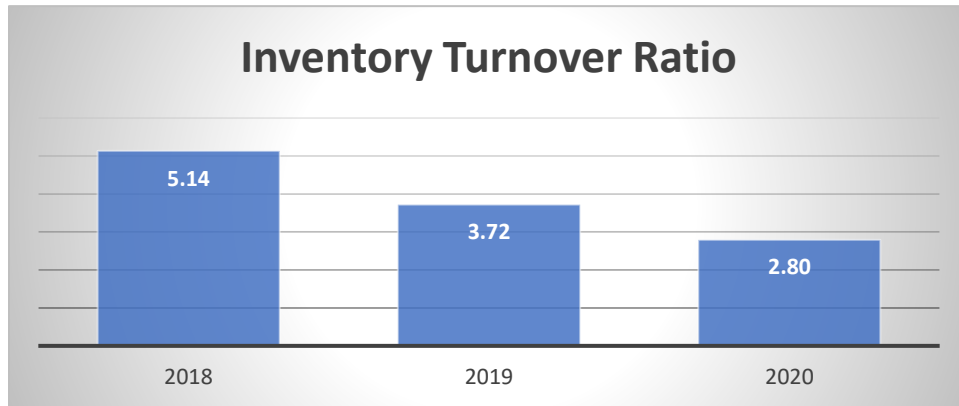
Quick ratio is the same as current ratio but it excludes inventory. We can see that the quick ratio increased from 1.56 to 4.08 between 2018 and 2020. The standard for quick ratio is 1:1. However, in all three years the quick ratio is above the standard. We can also observe a significant difference between current ratio and quick ratio, which was resulted from excluding inventory from calculation. This shows that the company always has significant closing inventory. Inventory is the least liquid current asset, and it is also prone to damage. So having such high inventory may put the company at risk of loss, or inability to meet obligation when it falls due.

3. Asset Turnover Ratio:



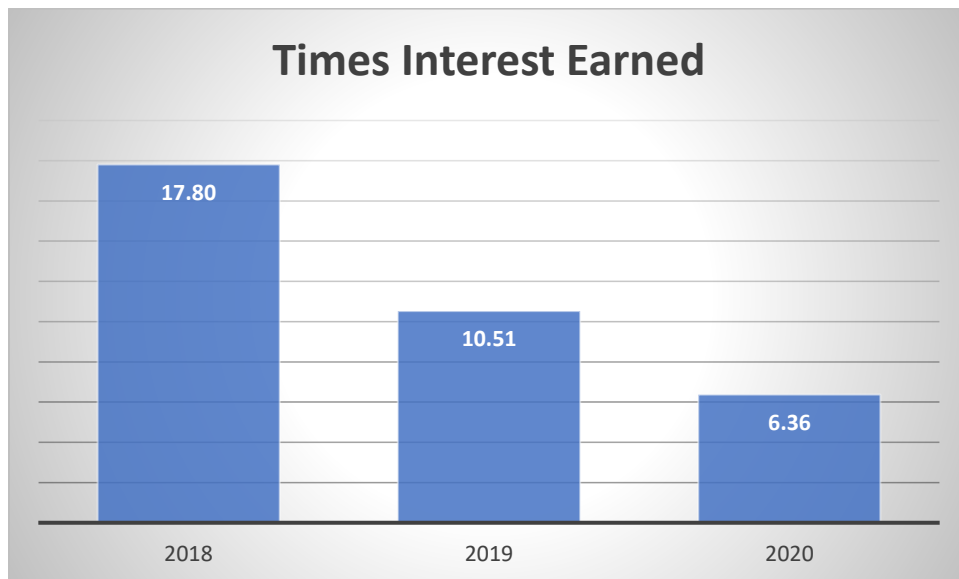
The asset turnover ratio shows the company's ability to utilize its asset to generate revenue. In 2018 the ratio was 1.05 times, in 2019 0.93 times and in 2020 it was 0.84 times. This shows that the company's efficiency in terms of utilizing asset to generate revenue has declined over the past three years. However, this was not due to the company's inability but rather due to the global pandemic of Covid-19. Revenue has declined by 9% in 2019, and by 12% in 2020 due to hindrance in operation resulting from Covid-19 pandemic.

4. Inventory Turnover Ratio:



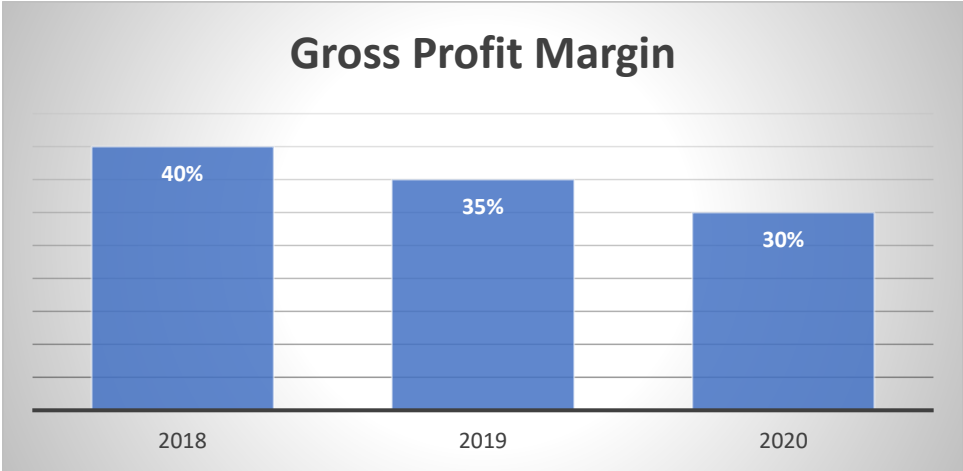
The inventory turnover ratio shows the number of times the company completely sold inventory. Between 2018 and 2020, the inventory turnover ratio declined from 5.14 times to 2.80 times. As we have seen in the asset turnover ratio that sales declined by 9% and 12% in 2019 and 2020 respectively, resulting from Covid-19 pandemic. Hence the inventory turned over less times in 2020 than in 2018.

5. Times Interest Earned:



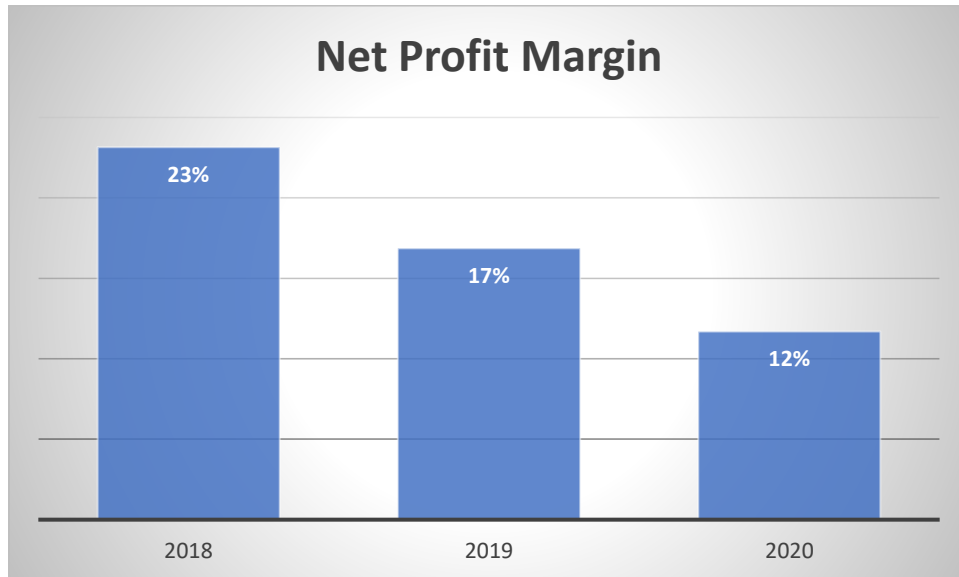
A company is usually dependent on banks for long term loans. And the company needs to ensure that they are sufficiently earning to back their interest payment. Times interest earned ratio in 2018 was 17.80 times, in 2019 it was 10.51 times and in 2020 it was 6.36 times. Despite a decline in the ratio, the company earned net profit which was significantly high number of times compared to their interest payment. We can make an observation that the company is performing well to back their long-term financial obligation. This may also enable them to acquire further loan from banks should the need arise, as the bank will see such performance as a security for their investment.

6. Gross Profit Margin:



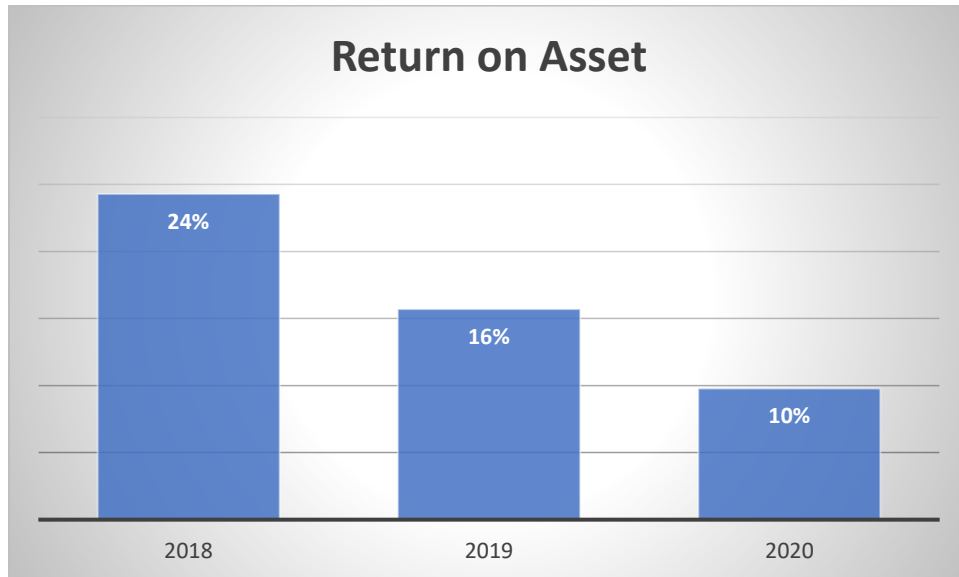
The gross profit margin shows the percentage of gross profit earned over sales. The margin was approximately 40% in 2018, 35% in 2019 and 30% in 2020. This decline was due to the fact that sales decreased, and cost of goods sold increased as a result of Covid-19 pandemic. The global restrictions increased the cost of imports, and as a result the cost of raw materials increased.

7. Net Profit Margin:



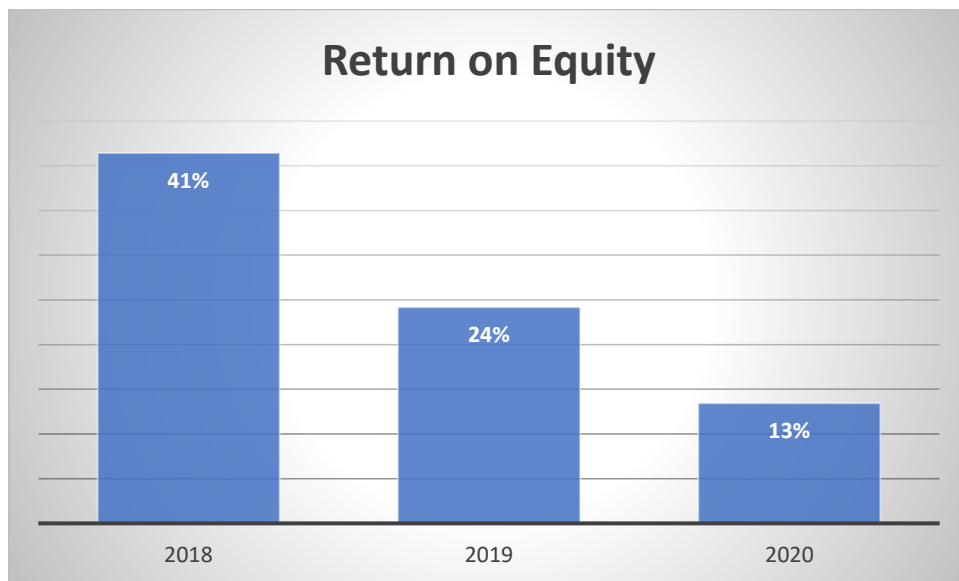
Net profit margin shows the percentage of net profit earned over sales. In 2018 the margin was approximately 23%, in 2019 it was 17%, and in 2020 it was 12%. The net profit margin fell over the years due to the impact of Covid-19. Sales fell over the years and cost of sales increased due to the pandemic. However, the operating costs remained somewhat similar over the years, because operating costs are less sensitive to change in sales. The global pandemic has significantly impacted the net profit margin of the company. However, despite several unavoidable circumstances, the company still managed to stay profitable.

8. Return on Asset:



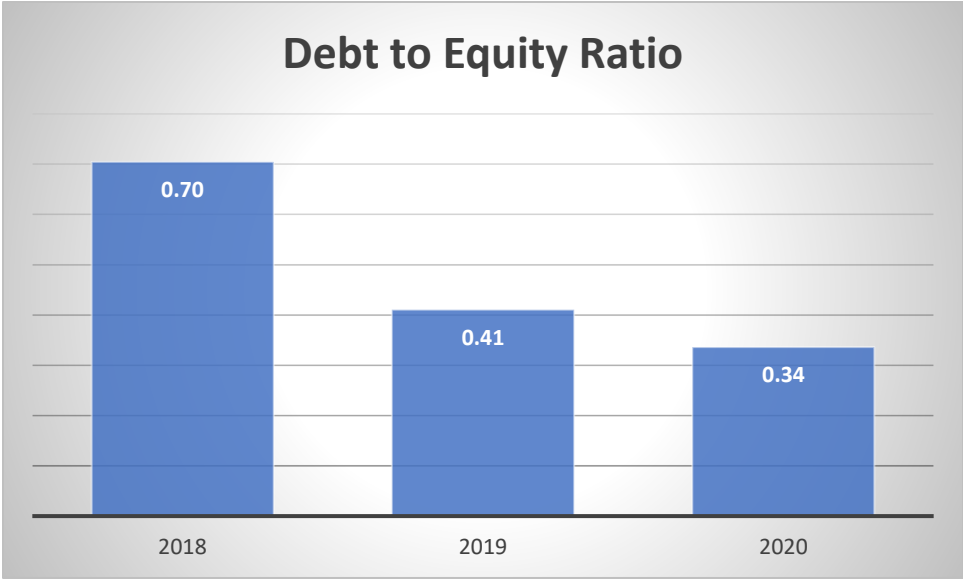
Return on asset is the percentage of net profit earned over average asset. As established earlier, the global pandemic of Covid-19 has caused a decline in net profit due to decline in sales and increase in cost. As a result, the return on asset decreased from 24% to 10% between 2018 and 2020.

9. Return on Equity:



The return on equity is the percentage of net profit earned over average equity. It was at 41% in 2018, 24% in 2019 and 13% in 2020. This decline was due to increase in equity resulting from increase in retained earnings, and decline in net profit resulting from Covid-19 pandemic.

10. Debt to Equity Ratio:



The debt-to-equity ratio shows the ratio between the company’s total debt and its total equity. A decrease in the ratio means that the company is become more dependent on their equity and lessening the dependency on debt. The ratio was 0.70 in 2018, 0.41 in 2019 and 0.34 in 2020. This decline is good for the company as it reduces their financial risk. From the balance sheet we can observe that their long-term loan decreased due to paying off of bank loans, and their equity increased due to increase in retained earnings. As a result, their debt-to-equity ratio also decreased.

The overall financial performance of the company is very positive. This is because the subsidiaries have diversified portfolio of products that is sold across multiple industries. One of the key products is product packaging which is demanded almost across every consumer goods manufacturer. Whatever, decline they faced was purely due to the global pandemic of Covid-19.

2.5.2: Accounting Practices and Policies:

The company maintains a uniform accounting practice and policies across all their subsidiaries. The following practices were observed.

- The accounting is strictly done on an accrual's basis.
- Revenue is recognized depending on FOB agreement.
- They use FIFO method for inventory valuation.
- The chosen method for using depreciation is the straight-line method. Full month's depreciation is charged in the month of purchase.
- The retained earnings are netted off with withdrawal.
- Disclosure is made in the financial statement if any significant event takes place that may affect decision making.
- Their financial period is from 1st July to 31st June.

2.6 Operations Management and Information System Practices:

2.6.1 Operations Management:

Al-Mostofa Group has several factories in many places. All of the decision is centralized and owner controlled. Senior managers visit the factories on a regular basis to ensure smooth operation in factories.

2.6.2 Information System:

The head quarter uses three software to run operations smoothly. They use Payroll software to collect and store data of the employees and of course to pay salaries to everyone. It helps to track attendance as well. The other two software used by the audit team and accounting team and those are Tally and Troye. These help to run the operations smoothly.

2.7 Industry and Competitive Analysis:

2.7.1 Porter's Five Forces:

Bargaining power of buyer: High

The company operates in several industries. However, there are several companies in all those markets offering similar products. This gives the buyers somewhat advantage to negotiate better prices.

Bargaining power of seller: Low

All their markets have several sellers selling similar products. The markets are shared among several companies. Hence the bargaining power of sellers are low.

Competitive rivalry: High

The markets in which they operate typically has several large players. This means that the players are able to achieve economies of scale and offer a competitive price. The ultimate competing factor is a company's ability to cut cost.

Threat of substitute: Low

The products that they sell typically have a no substitute. All the other players in the market typically produces similar products.

Threat of new entrant: Low

The markets in which they operate have a few large sellers controlling the market. As a result, it is difficult for new or small companies to maintain competitiveness and sustain in the market. This discourages new entrants.

2.7.2 SWOT Analysis:

Strength:

- Highly diversified product portfolio. This reduces their risk. They can subsidize loss making product with a profitable one.
- Their buyers are mostly reputed large companies such as Meghna Group of Industries. This ensures them steady stream of revenue and timely payment.
- Their customers are loyal to them, and they have built this relationship over the years. As a result, they have competitive advantage in the market.
- They have a substantial net profit and cash flow, so they have the advantage to secure financing through either debt or equity.

Weakness:

- They have a policy of avoiding discussing financial and accounting information with other departments' personnel. This is due to the fact that they wish to keep it private among the directors and members of those departments. This, I feel, is one of their fundamental flaws, because if the company is unaware of its earnings, it will not be motivated to improve its performance.
- They do not adhere to the Strategic Human Resource Management principles (SHRM). This is a flaw since their management procedures do not incorporate the organization's desired vision, mission and objectives.
- High employee turnover results in the loss of human capital who had been groomed by the organization to serve company, but who eventually quit to work for rivals.

Opportunities:

- Their large portfolio of product, and their current high profile client base means that they have acquire more clients in the future as their clients can vouch for them.
- They can improve their work culture and salary structure to attract talented individuals to their organization. Talented individual can help them to grow and make them sustainable in the long run.

- They can ensure better information transparency among their departments so that they can all work towards a unified objective.

Threat:

- Their employee turnover is high, that means no employee stays long enough to help improve or change the organization. Their success in the short-run is solely based on reputation with clients. They are not invested in human capital. This will affect their long-run success, as the company may fail to find talented people to work for them.
- Significant portion of the revenue depends on a few large clients. If the client ever stops taking product or service from them then they may lose a large portion of their revenues.
- They are unable to take optimum decisions. They are not being affected by it because of their sheer size. However, this may not sustain in the long-run as the market matures and becomes more competitive.

2.8 Summary and Conclusions:

Al-Mostafa Group is a successful company. Despite the global restrictions of Covid-19, we have seen that they have maintained satisfactory profitability. But by observing the balance sheet we can see some red flags. Such as a declining asset turnover ratio, return on asset and return on equity. But these can also be attributed to Covid-19 pandemic. Despite the pandemic they have reduced their debt, and became more dependent on equity financing. They are making profit and overall, a very attractive company from financial perspective.

However, from internal perspective, things are completely different. They have high employee turnover due to poor salary structure and poor work culture. They are unable to recruit talent or retain any for that matter. The company has no proper individual that can help them to grow, or help them to make optimum decision when the market matures. Their lack of information sharing between departments means that the departments cannot work towards a unified goal.

In the short-run the company seems very attractive. They are able to stay in the market because of their sheer size and a good customer base that they have created. However, they are largely dependent on a few large customers, and losing them will heavily impact their revenue. This company should invest in human capital to ensure their long run sustainability.

2.9 Recommendations:

After observing the company and their activities, I would make the following recommendation:

1. They should implement policies to better their work culture.
2. A better salary structure to recruit and retain talented individual in the market.
3. The company is already profit making. They should analyze and invest in ensuring their long-run sustainability.
4. They should share information between departments and increase their cross-department functionality.
5. They should implement decentralization. This will reduce the communication time and increase the pace for decision making.

Chapter 3: Project Part

3.1 Introduction:

3.1.1 Literature Review: Organizational culture is a set of common assumptions, values, and ideas that guide how employees act in the workplace. These common values have a significant impact on employees, dictating how they behave, react, and perform their jobs. Every organization creates and maintains its own culture, which establishes and enforces standards and restrictions for its members' activities (What is Organizational Culture? - Definition & Characteristics, 2013). Organizational culture, as per Hofstede (1998), must be embedded in the consciousness of all employees. Organizational culture may be viewed as a collection of core principles that can impact the behavior of all employees of the company and socialize them.

An organization's culture is deeply connected to job performance and satisfaction of the employees. Employee's perceptions regarding the part they play at work are referred to as job satisfaction. Job satisfaction is an important factor in inspiring and encouraging employees to improve their performance (Das & Tripathy, 2020). Past researches show that the most crucial aspect in every organization's success is its workforce, which provides an unrivaled source of sustainable competitive advantage. Job satisfaction is one of the most fundamental elements that help employees to be more encouraged, passionate, and faithful to their work and successfully contribute in accomplishing the organization's overall objectives (Chang & Lee, 2007). If the culture of the organization is not pleasant and supportive then it affects negatively on an employee's job satisfaction, hence, job performance.

An organizational culture has great impact on organizational performances and employee's commitment (Lok and Crawford, 2004). Moreover, organizational culture may be viewed as a means of thinking about and characterizing an organization's internal environment. The personality and character of an organization can distinguish this internal environment from that of another organization (Sims, 2002). Job satisfaction and job performance is strongly linked together. A dissatisfied employee can not perform well. Moreover, a dissatisfied employee will be disloyal and unproductive at work, making the organization suffer. So, employee satisfaction is crucial to perform well and an organization's culture has to be pleasant for the employees to feel satisfied and appreciated.

3.1.2 Objective: The focus of this report is to see how organizational culture affects employee job satisfaction and job performance. Job satisfaction and job performance is closely related. And both are closely related to the environment of the organization. This report discusses the effect of job environment on employee's overall performance and satisfaction. So, two specific objectives of this report are:

SO1: To determine the effect of organizational culture on job satisfaction.

SO2: And to determine the effect of job satisfaction on job performance.

3.1.3 Significance: Back in the days we have seen an organization's task was to recruit, operate, compensate the employees according to the organization regulations. Specially in Bangladesh no one thought about job environment and its effect on overall job performance or on job satisfaction of employees. However, in today's world job environment matters. Many studies have proved that a positive work environment is necessary for productive work and employee retention. On the other hand, an unpleasant and negative job environment decreases job satisfaction and as a result, it decreases productivity and job performance. So, it is very important to have a pleasant, healthy and positive job environment for good productivity of the employees.

3.2 Methodology:

A research report's methodology is important since it provides necessary information regarding the sort of research that was undertaken and the data collecting method. For this report I have taken primary and secondary data both. I have taken direct response from 30 employee of Al-Mostofa group as my primary data collection method. And for secondary data I have read articles, journals and company website to gather more necessary information. Also, I have talked to my on-site supervisor to get information about the organization.

3.3 Findings and Analysis:

Upon completing my internship at Al-Mostofa group and through my questionnaire that I have used to collect primary data, I can surely say that this organization follows mostly autocratic leadership style. All the employees take direct order from the Director and the Managing Director. All the high level and mid-level managers are bound to follow the orders from the Managing Director without much opinion of themselves. Though sometimes employees can share their thoughts on some matter but that opportunity does not come often. As a result, job environment is unpleasant. After conducting the survey, I have found some issues of the organization that the employees would like to change. My findings are given below.

3.3.1 Change of office space: This is the biggest reason of employee dissatisfaction. Al-Mostofa Group has recently changed their head office from a 4-story building to a single big floor office. Previously, people used to sit on different floors as per departments. There was peace and harmony amongst the departments and employees. Now, they all have to sit in a tight space with open desks which creates issues for different departments. They have not adjusted themselves yet. Moreover, the interior work of the office has not yet finished. So, all the construction work during their already burdened work affects negatively on them. When asked about their new job environment almost 96% of them replied negatively about new office space. In the new office they are facing more troubles working and as a result they are dissatisfied which is negatively affecting their productivity.

3.3.2 Organization's Working Time: As mentioned above, the environment of Al-Mostofa Group is unpleasant as there is autocratic style of leadership. Though employees are friendly to each other but as an intern I had to face some difficulties to mix with them and for them to be friendly with me. Moreover, this organization has 6 working days and 9 working hours each day which most of the employees find very tiresome and stressful. When asked about ideal working hour most of the employees suggested 8 hours of working per day for 5 days a week would be better for them. When asked about one wish to change about this organization, 98% of the employees suggested shorter working day and proper 2 days off will be beneficial for them as the one-day weekend goes by quickly and they do not get the chance to re-energize themselves after a long and hectic week. As a result, their productivity is not up to mark. They are stressed and overburdened and most of the employees are not satisfied with the job.

3.3.3 High Employee Turnover: Al-Mostofa Group has high employee turnover. During my three-month internship I have seen many people joining and leaving the organization just after a month or so due to high work pressure and low trained employees. From November to January 10 in total 12 people have left the organization and those employees were mostly new recruit or have joined a few months before. On the other hand, they have recruited 7 new employees. Their employee turnover is high but they cannot recruit enough employees in time to match the number of employees who have left the organization. As a result, all the employees are overburdened all the time and their productivity goes down significantly.

3.3.4 Lack of Trained Employees: As the employee turnover is high, so, existing employees have to finish their own work plus the leftover work of the employee who has left. So, their burden becomes greater. Moreover, they have to train and teach new recruits about their job which adds lot of pressure onto their existing work. Often times an ex-employee does not handover the work correctly or communicate later on which makes the summarizing job very difficult for the existing employees. So, over all employees are not satisfied.

3.3.5 Lack of proper remuneration: Even though salary of employees remains confidential, when asked about if they are satisfied with the salary for the job they are doing, almost 99% of the employees denied. As mentioned above, they are always overburdened and strained, also, they do not get paid well. During my internship I have made salary sheet and I have seen that for the work they are doing their salary is very low. All the employees agreed that it is a very low salary although due to Covid-19 most of the employees are bound to do this job in that salary. Another reason of employee dissatisfaction decreased job performance. When asked about if they would be willing to do the overburdened job if paid slightly better, most of the employees agreed that at least that would lessen the pain, but they will surely look for another balanced, well-paid job.

3.4 Summary and Conclusions:

The findings of this report support both the specific objectives that organization's culture has a significant impact on employee job performance and job satisfaction. The organization's primary focus is on order and rules, control, and stabilization rather than creativity, versatility, innovation, and development. During the survey most people have agreed that job satisfaction matters and they will not hesitate to leave this organization if they get better salary in any other company. Many people have said that they do not have work life balance here and as a result their mental peace is not stable. In other countries and companies job environment matters a lot. For example, in google office the environment is very friendly and welcoming. There is job pressure too but there are other ways for the employees to handle the pressure. Google employees have good pay and benefits too. Moreover, their office environment is pleasant, positive and structured. In fact, in that office there are ways to deal with the pressure and the organization tries hard to keep the employees joyful and mentally stable. They value their employees and in return the employees value the organization. On the other hand, in Al-Mostofa group people are not satisfied with their job environment. Hence, it is affecting their mentality and job performance.

3.5 Recommendations:

For Al-Mostofa group I would like to recommend some strategies that would help to make the job environment better and it would help in retaining employees and so, decrease employee turnover.

- Firstly, they should change the entire job environment and leadership style. They should be more democratic and take more inputs from managers and ask about their opinion. This would change the entire dynamic of the office for better.
- Next, they should change the office sitting structure as the employees are still not properly adjusted with the new office. The employees need space to work and the company has failed to do so by changing the head office location. Employees feel cramped and too much noise in their work environment now. So, a better office lay-out and proper structure can change this thought of the employees.

- Moreover, the organization need to stop putting so much pressure on the employees and make five working days instead of six. Then the employees will have proper work-life balance and they will enjoy their work more. They will be more concentrated in the office and it will result in better productivity and overall good and positive energy in the office.
- Furthermore, they have to provide increments to employees at least once a year with other benefits such as, health care, proper vacation with pay, better incentives to employee of the month etc. These factors motivate employees to work better and when one employee gets rewarded for one's good work then the employees feel motivated to work harder willingly. This creates a healthy competition and betters the entire job environment. In a pleasant and positive environment employees feel motivated and satisfied which ultimately results in good job performance.

Employee's attitudes regarding their jobs and organizations are influenced by company policies and culture. The organization's culture should be dynamic, and top managers should implement a decentralized style of management so that workers at all levels have the ability and capacity to make decisions about whatever situation they confront, based on their expertise. With my new proposed strategies Al-Mostofa group will surely be a better workplace and grow like an international organization.

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Appendix

1. How long have you been working in this organization?
2. Are you happy to be an employee of this organization? Why? Or why not?
3. Are you satisfied with your job role? Why? Or why not?
4. Do you enjoy working in this organization?
5. Are you satisfied with your salary? Why? Or why not?
6. Would you leave this organization for a slightly (not significant) better pay?
7. How do you feel about the office location change?
8. What do you think of the working hours?
9. Is there anything you would like to change about this organization?