

‘A Study on the impact of organizational culture and Job Profile on individuals' decisions to join, stay, or leave an organization’

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ABSTRACT

This research delves into the intricate dynamics between organizational culture, job profiles, and individual decisions within the context of organizational membership. In today's dynamic business landscape, attracting and retaining talented individuals is crucial for organizational success. Therefore, understanding the factors influencing individuals' decisions to join, stay, or leave an organization is of paramount importance for organizational leaders and human resource practitioners.

The primary objective of this study is to explore how organizational culture and job profiles influence individuals' decisions regarding their organizational membership status. Organizational culture encompasses the values, beliefs, norms, and practices shared among organizational members, shaping the work environment and influencing employees' behavior and attitudes. Meanwhile, job profiles define the roles, responsibilities, and expectations associated with various positions within the organization.

Through a comprehensive literature review, this research synthesizes existing theories and empirical evidence related to organizational culture, job profiles, and individual behavior in organizational settings. Drawing on theories of organizational behavior, social psychology, and human resource management, this study proposes a conceptual framework to elucidate the complex interplay between organizational culture, job profiles, and individuals' decisions.

Methodologically, this research adopts a mixed-method approach, integrating quantitative surveys and qualitative interviews. Quantitative surveys will be administered to a diverse sample of employees across different industries to assess their perceptions of organizational culture, job profiles, and their decisions to join, stay, or leave their organizations. Qualitative interviews will provide deeper insights into the underlying mechanisms and subjective experiences shaping individuals' decisions.

The findings of this study are expected to contribute to both theoretical knowledge and practical implications. By elucidating the impact of organizational culture and job profiles on individuals' decisions, this research aims to inform organizational leaders and human resource practitioners in designing effective recruitment, retention, and talent management strategies. Ultimately, fostering a positive organizational culture and aligning job profiles with employees' values and aspirations can enhance organizational attractiveness and facilitate talent retention in today's competitive labor market.

INTRODUCTION

In today's fast-paced and competitive business environment, organizations recognize the critical importance of attracting, retaining, and motivating talented individuals to achieve sustainable success. The success of any organization hinges significantly on its ability to understand and respond to the needs, preferences, and motivations of its workforce. Central to this understanding is the recognition that individuals make decisions regarding their organizational membership status based on a myriad of factors, including organizational culture and job profiles.

Organizational culture, often described as the "personality" of an organization, encompasses the shared values, beliefs, norms, and practices that shape the work environment and influence employee behavior and attitudes. It plays a pivotal role in defining the organizational identity, fostering cohesion among employees, and shaping organizational outcomes. A positive organizational culture characterized by openness, collaboration, innovation, and employee empowerment can enhance employee engagement, job satisfaction, and organizational commitment. Conversely, a negative or toxic culture may lead to dissatisfaction, disengagement, and turnover.

Simultaneously, job profiles delineate the roles, responsibilities, and expectations associated with various positions within the organization. They provide employees with a clear understanding of their job duties, performance expectations, career advancement opportunities, and potential rewards. The alignment between job profiles and individuals' skills, interests, and career aspirations significantly influences their job satisfaction, engagement, and commitment to the organization. Moreover, the perceived fit between an individual's values, preferences, and the organizational culture can play a pivotal role in their decision-making process regarding organizational membership.

Despite the acknowledged importance of organizational culture and job profiles in shaping individuals' decisions, there remains a dearth of comprehensive research examining the interplay between these factors within the context of organizational membership. This research seeks to address this gap by undertaking a systematic investigation into the impact of organizational culture and job profiles on individuals' decisions to join, stay, or leave an organization.

By synthesizing existing theories and empirical evidence from diverse disciplines such as organizational behavior, human resource management, and social psychology, this study aims to develop a nuanced understanding of the underlying mechanisms driving individuals' decisions. Methodologically, this research adopts a mixed-method approach, combining quantitative surveys and qualitative interviews to capture both the breadth and depth of individuals' experiences and perceptions.

Through its findings, this research endeavors to provide valuable insights for organizational leaders and human resource practitioners seeking to enhance organizational attractiveness, improve talent retention, and foster a positive work environment. Ultimately, by elucidating the complex interplay between organizational culture, job profiles, and individual decisions, this study aims to contribute to both theoretical knowledge and practical implications in the field of organizational behavior and human resource management.

Problem Statement

1. Despite recognition of their significance, there is a lack of comprehensive research elucidating the intricate interplay between organizational culture and job profiles.
2. Understanding the factors influencing individuals' decisions to join, stay, or leave an organization is crucial for recruitment strategies and talent retention efforts.
3. The problem statement addresses the need to investigate how organizational culture and job profiles impact recruitment decisions.
4. The study aims to fill the gap in existing research by exploring the influence of organizational culture and job profiles on individuals' decisions regarding organizational membership.
5. By addressing this problem, the research seeks to provide valuable insights for enhancing organizational attractiveness and improving talent retention strategies.

Scope of the study

1. Comprehensive analysis of how organizational culture and job profiles influence recruitment decisions.
2. Exploration of correlations between organizational culture, job profiles, and employee decision-making.
3. Proposal of strategies to enhance recruitment effectiveness through cultural alignment and job satisfaction.

4. Development of a continuous monitoring framework for organizational culture, job profiles, and recruitment outcomes.
5. Examination of the role of cultural fit and organizational reputation in recruitment choices.
6. Recommendations for HR and recruitment teams to improve recruitment outcomes based on study findings.

OBJECTIVES OF THE STUDY

1. To investigate the influence of organizational culture on employees' decisions to join the company.
2. To assess the impact of various job profiles on the recruitment choices made by potential employees.
3. To establish correlations between organizational culture, job profiles, and the decision-making process of joining employees.
4. To recommend strategies for enhancing both organizational culture and job profiles to attract and retain employees more effectively.
5. To propose a continuous monitoring framework for organizational culture, job profiles, and employee joining decisions.
6. To understand the role of cultural fit in influencing recruitment choices and organizational alignment.
7. To develop strategies for HR and recruitment teams that integrate findings from the study to improve overall recruitment outcomes.
8. To explore the degree of alignment between employee values and the prevailing organizational culture.
9. To investigate the role of organizational reputation in influencing employees' decisions to join the company.
10. To analyze the perception of growth opportunities associated with different job profiles and their impact on recruitment decisions.
11. To recommend specific actions for creating an environment where employees are more likely to stay based on cultural alignment and job satisfaction.

RESEARCH METHODOLOGY

Universe of the Project	HR Managers and Corporate employees
Sample Size	51
Sampling Methods	Judgement Sampling
Methods of Data Collection	Primary - Questionnaire & Observation Method
Representation of Data Analysis	Charts, Tables, Graphical Representations.

LITERATURE REVIEW

1. Build a Culture That Aligns with People's Values

(Baumgartner, 2020)

To attract and keep good workers, companies need to make sure their workplace culture matches what employees care about. It's not just about money or fancy job titles; recent studies show people are willing to accept lower pay to avoid a bad work environment. Employees want to be in a place that feels genuine and makes a positive impact on society. Leadership is crucial for creating a culture that aligns with the company's goals, but there's a gap between what leaders think they're doing and what employees experience. To close this

gap, leaders should let employees have a say in shaping the culture, support their passions, and give regular recognition. Three key strategies to improve the employee experience include making sure employees enjoy their roles, fostering good relationships at work, and helping employees see the meaningful impact of their work within the organization. Companies should rethink their culture to attract and keep the right people, listening to employees and ensuring the workplace truly reflects shared values, especially when organizational culture is closely examined.

2. Changing Employee Values: Deepening Discontent?

(M.R Cooper, 1979)

The article suggests there's a noticeable shift in the attitudes and values of the U.S. workforce, leading to increased dissatisfaction with work. The evidence comes from observations in case studies and surveys, covering a 25-year period and involving about 175,000 employees. A key finding is the "hierarchy gap," where managers tend to be more satisfied than clerical and hourly employees. Over the years, there's a consistent decline in managers perceiving improvement in their companies. Dissatisfaction is growing among hourly and clerical employees, with blurred distinctions between these groups. All employees now express a need for intrinsic satisfactions from work, like respect and job challenge, which were once mainly associated with managers. While most employees are okay with their pay, it doesn't offset high job dissatisfaction or feelings of disrespect among hourly and clerical workers. There's a downward trend in how employees perceive the fairness of treatment, and expectations of advancement are at their lowest. Employees increasingly expect companies to address their issues, but few hourly and clerical workers rate their companies favorably on this. In conclusion, the study suggests that employee values are indeed changing, and dissatisfaction is on the rise, posing a challenge for management in the 1980s.

3. When Executives Burn Out , (Levinson, 2000)

This article, an enhanced version of HBR article 96406 initially published in July/August 1996, discusses the issue of executive burnout. The highlighted executive shares the challenges of feeling overwhelmed, dealing with hostility, and struggling to make a lasting impact in their role. The article, first published in May/June 1981, outlines psychologist Harry Levinson's insights on preventing burnout. Levinson suggests that top management can play a role in addressing the complexities and conflicting personalities contributing to burnout. However, in a retrospective commentary, Levinson acknowledges that the

assumption of top management's preventative role may feel outdated in the current age of self-reliance. Despite burnout remaining a prevalent issue, the dynamics have shifted, prompting a reconsideration of the strategies needed to address this challenge

4. Designing the Hybrid Office

(Anne-Laure Fayard, 2021)

The natural experiment forced on the world by the coronavirus demonstrates that the academics and tech visionaries who have been talking since the 1980s about the possibilities of remote work were not exaggerating. After months of working remotely, we have all learned that most tasks are accomplished, and most meetings go just fine without the office.

But that, the authors warn, doesn't mean companies should suddenly abandon their workplaces. Going to the office, they argue, has never been just about work. And technology won't make socializing less dependent on direct interpersonal contact anytime soon. In this article they describe the important social functions of an office: It's where people build trust through personal interaction, learn the nuances of their job, and build and maintain organizational culture. And it's through random in-person encounters between people from different functions and cultures that many of the most innovative business ideas are born. The authors conclude by showing how design, technology, and management practices can be used to make tomorrow's offices more effective as social, learning, and innovation spaces.

5. When Joining a Company, Figure Out How Decisions Are Made

(Olejarz, 2018)

When you become part of a new organization, there's a brief period to acclimate to its culture, and a crucial aspect is understanding how decisions are made. Work cultures can be categorized into those with a bias for action, where decisions are swift and attention spans are short, and those leaning towards analysis and consensus. In action-oriented environments, it's essential to present your position clearly and provide stakeholders with the necessary information for quick decisions. On the other hand, cultures that favor extended discussions and thorough analyses may require sharing materials multiple times before reaching a decision. Once you grasp the dynamics of your new workplace, it's important to reflect on your own preferences and align them with the prevailing culture.

6. Onboarding Can Make or Break a New Hire's Experience

(Sibisi, 2022)

Inadequate onboarding processes can result in decreased employee confidence, lower engagement levels, and an increased risk of turnover. Conversely, companies implementing formal onboarding programs may witness a 50% boost in employee retention and a 62% increase in productivity among new recruits. To ensure a successful onboarding experience and effectively prepare new hires for their roles, managers should establish clear goals, form multi-departmental onboarding teams, and provide consistent support throughout the onboarding journey. The significance of onboarding transcends the U.S., as global labor shortages impact various sectors in Latin America, Eastern Europe, and Asia. For companies worldwide, investing in employee onboarding is essential to retain key talent and navigate the evolving dynamics of the global labor market.

7. Why people join the company?

(Kucherenko, 2019)

The article delves into different professional roles that individuals may adopt, including employees, volunteers, freelancers, or partners, each driven by unique motivations. Employees prioritize aspects like work-life balance, career growth, stability, and self-development. Volunteers are inspired by a belief in a cause, while freelancers operate independently, embodying aspects of employees, volunteers, and partners. Partners are highly skilled individuals capable of driving business growth. The article underscores the significance of understanding and retaining employees by addressing burnout prevention and motivation loss, emphasizing personal attention, a human-centric approach, and recognizing key factors important to developers, such as impactful work, people, education, life balance, flexibility, experimentation, and social recognition. The dilemma highlighted revolves around the choice between becoming a partner or an employee, with developers generally cautious about embracing the former due to perceived increased risks and lifestyle changes. The article acknowledges the evolving standards of life and changing trends in professional preferences, encouraging reflection and inviting comments on the presented diagrams.

8. Why People Join (and Stay with) a Company

(brawn, 2023)

The article explores the evolution of employment dynamics and its impact on employee retention, noting the transition from lifelong employment to the contemporary trend of more frequent job changes. It underscores the crucial need for companies to comprehend the

factors influencing employees' decisions to stay or depart, encompassing job satisfaction, company culture, perceived job opportunities, and personal considerations. The author highlights the importance of cultivating a positive, growth-oriented culture to enhance retention, morale, and productivity. Key principles for improving the workplace are presented, emphasizing a clear sense of purpose, emotional connection, trustworthy leadership, involvement and recognition, learning and development opportunities, and work-life balance. The article concludes by recommending a book and introducing 12 questions from The Gallup Organization that predict a thriving workplace, encouraging readers to evaluate and enhance their workplace culture.

9. Ways to Build an Organizational Culture That Supports Mental Health

(Routledge, 2023)

The article underscores the dual nature of the cultural shift towards mental health awareness, acknowledging its positive strides in addressing psychological suffering while expressing concerns about potential drawbacks. It emphasizes the delicate balance employers must navigate in supporting mental health without inadvertently fostering a fixation on negative thoughts and emotions among employees. The proposed "outward-action approach" is advocated, emphasizing evidence-based strategies that prioritize constructive actions over an excessive focus on individuals' negative feelings. The increasing rates of anxiety and depression, particularly among young adults, as indicated by various surveys and polls, highlight the pressing need for effective mental health support in the workplace. The article urges employers to cultivate a well-balanced workplace culture that promotes well-being without pathologizing ordinary experiences. The ongoing evolution of mental health support strategies in workplaces is emphasized, emphasizing the importance of comprehensive, thoughtful approaches.

10. Fotile Group: Creating a Culture-Driven Organization

(Jean Lee, 2021)

This case details Fotile Group's continuous journey towards becoming a "great company" committed to bringing happiness to families since its inception in 1996. Across four developmental stages, Fotile has consistently emphasized and reshaped its corporate culture, integrating traditional Chinese values with Western management theories to create a distinctive cultural system. This system serves as a guiding influence for internal management, fostering benevolence through compassionate employee relations and addressing both material and spiritual needs. Fotile's core belief, "Culture is business," guides its product development team to prioritize customer happiness over profits, with a focus on conveying values through innovative and user-friendly products. The company's dedication to

a unique cultural system reflects its vision for internal management and a broader mission to bring happiness to millions of families. Fotile's approach underscores the amalgamation of cultural values into business strategies, emphasizing a comprehensive perspective on corporate success.

RECOMMENDATIONS AND SUGGESTIONS

As a result of the conclusions of this study, the researcher identifies limitations to the study and makes three recommendations for the future.

1. While the researcher made every attempt to have all interviews in person, due to scheduling conflicts, some interviews were done over the phone. A future researcher and an organization wanting to learn more about the impact of organizational culture would benefit from hearing the stories of participants in person to allow for more fluid dialogue.
2. Additionally limitation in this study is the sample size of participants. In an effort to have equal number of representation from each generation and each gender, it is recommended that a future researcher keep the equality in number even among the generations and genders interviewed.
3. It would be beneficial to gather data from the incoming generation (Generation Z) that will enter the workforce in the near future. To understand the generation, it is recommended to examine what years Generation Z falls between and what global events took place during their development years.
4. Only the researcher alone coded samples of the interviews, which is subjective to her interpretations and point of view. It is recommended that another person codes the data separately as well to avoid only one-sided explanations.
5. A recommendation, and a valuable starting point, is to collect data from all employees in the organization in the form of an employee engagement survey. In this data collection, executives and key decision-makers can analyze their state of their current organizational culture. If the data shows that the culture does not celebrate the theme of flexibility, then it would be recommended to course-correct. In contrast, if the data indicates the culture of the organization celebrates flexibility, then the recommendation would be to expand and sustain that for long-term success.

CONCLUSION

In conclusion, the survey findings shed light on the intricate factors that influence job seekers in their decision-making process, emphasizing the pivotal role of company culture. The overwhelming consensus among respondents is that organizational culture stands as a critical determinant when contemplating whether to join a company. The data reveals a noteworthy trend: very few individuals dismiss the significance of culture, with a substantial gap between those who deem it extremely important and those who consider it important.

The top cultural priorities for job seekers revolve around well-being, values alignment, and collaboration, showcasing a collective desire for a positive and supportive work environment. While inclusivity and innovation also play roles, they are deemed less crucial. The pie chart indicating that 60.8% of respondents have never turned down a job offer due to cultural concerns suggests a majority find company culture to be a significant consideration.

However, the 39.2% who have declined offers based on cultural concerns underscore that, for a substantial minority, culture is a deciding factor. This dual perspective indicates the nuanced nature of individual preferences and the varied importance placed on company culture within the job-seeking landscape.

Job profile emerges as a paramount consideration, with most respondents finding it highly influential. Responsibilities and growth opportunities take precedence over work-life balance, compensation, and skill utilization. A significant proportion of respondents (75%) have declined job offers due to misalignment with their job profile expectations, revealing a prevalent issue of disparities between promises made during the interview process and the reality of the job.

Interestingly, a balanced consideration of both job profile and company culture is a priority for the majority (86.6%), indicating a growing emphasis on finding a workplace that aligns with both personal aspirations and preferred work environment.

Direct and personal sources, such as networking with current/former employees and employee reviews, are highly valued for assessing company culture and job profile. This preference for firsthand accounts highlights the importance of authentic and transparent communication in shaping an organization's image. While company websites remain significant, social media presence and professional networking sites play moderate roles, reflecting a multifaceted approach to company research.

The aspect of remote work or flexible arrangements emerges as a significant factor, with 55.9% of respondents deeming it important. This highlights a shifting paradigm in work preferences, with remote options becoming a critical consideration for job seekers.

Lastly, the survey suggests that a company's reputation and brand image wield considerable influence over job seekers, with a significant percentage finding it significantly or

influentially influential. The negligible percentage dismissing its importance underscores the universal concern about a company's public perception.

In summary, the findings emphasize the multifaceted nature of job seeker priorities, where company culture, job profile, growth opportunities, remote work options, and reputation collectively contribute to the complex decision-making process. Employers seeking to attract and retain talent should pay close attention to these factors, ensuring alignment with evolving expectations in the ever-changing landscape of the modern workforce.

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