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## THE INFLUENCE OF JOB SATISFACTION ON ORGANIZATIONAL CULTURE AND ITS DIMENSIONS IN IT INDUSTRY



**Joby Jose**

Doctoral Research Scholar, Department of Business Administration, Annamalai University, Annamalai Nagar, Tamil Nadu, India .

### Short Profile

Joby Jose is a Doctoral Research Scholar at Department of Business Administration in Annamalai University, Annamalai Nagar, Tamil Nadu, India. He has completed B.A., M.B.A., M.Phil., Ph.D.

### Co-Author Details :

**N. Panchanatham**

Professor, Department of Business Administration Annamalai University, Annamalai Nagar, Tamil Nadu, India.



### ABSTRACT:

This paper deals with the influence of job satisfaction on the organizational culture in IT industry. The study mainly concentrates on the dimensions Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation in respect to the job satisfaction. This paper attempted to measure the influence of job satisfaction on the organizational culture in IT Industry. The data for the research work was collected through the method of questionnaire schedule. To prove the research hypothesis the various tests such as Chi-Square, Correlation and

Regression are being used. Thus the result exhibits that job satisfaction has the certain influence on organizational culture in IT companies.

### KEYWORDS

*Organizational Culture, Job Satisfaction, Dimensions and Values*

## INTRODUCTION

The term culture carries different meanings for different people. The definition and the boundaries of organizational culture appear to be confused, in spite of the numerous articles appearing on culture. The anthropological origin of the concept is one of the reasons for the difference of opinion as far as Smircich (1983) is concerned. In this regard, many theorists and researchers have attempted to clarify and define the concept of culture. Organizational culture as a subject of formal study has captured the interest of a variety of researchers (Pettigrew, 1979; Schein, 1992). Schein (1992) defines organizational culture as: A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. These assumptions has to be considered as "come to be taken for granted" because they solve the group's problems "repeatedly and reliably". Assumptions of culture functions unconsciously and instinctively, culture is often a challenging concept for understand, measure and change for the organizational members. Culture can be studied and analyzed at several different levels including artifacts, espoused values and basic underlying assumptions. Deshpande and Webster (1989) define organizational culture as "the patterns of shared values and beliefs that help individuals understand organizational functioning and thus provide them norms for behaviour in the organization". According to Joby Jose et.,al (2013b) employee morale has an influence on job satisfaction that results in culture creation, modification and sustainment

Job satisfaction is one of the important dimensions in building organizational culture. The most often used definition in the field of research on the particular concept of satisfaction is the one provided by Locke: "an agreeable or positive emotional state derived from an evaluation made by a person about his work or his work experience" (Locke, 1976). Perception of individual is created through his job satisfaction in different circumstance that includes needs, values and expectations, which in turn results in the culture (Buitendach and de Witte 2005). Based on the perceptions of the job individual attitude that they maintain against the job is considered as job satisfaction (Reilly, Chatham, & Caldwell, 1991). Job satisfaction has been defined as a pleasurable emotional state the results from the appraisal of one's job (Locke, 1976). In other words, job satisfaction describes an affective reaction to one's job as well as attitudes toward the job. This in turn suggests that job satisfaction is formed from affect, cognition, and ultimately will result in satisfaction contingent job-related behaviors. Job satisfaction in turn creates values that sustain the individual perceptions of job related behaviour in the organization.

Job satisfaction is the extent to which a worker feels positively or negatively about his or her job (Odom et al.,1990). Affective evaluation of the jobs by the employee is to be considered as job satisfaction. Overall job satisfaction leads to performance and reduces the intension to leave as well as maintains the value system. According to Jerome and Kleiner (1995) that companies which exhibited high commitment to improving the employees' job satisfaction and values may realize long-term benefits of corporate success, loyalty, productivity, and employee retention. High Job satisfaction is positively associated with organizational commitment (e.g.:Yavas and Bodur,1999) and job performance (e.g. Birnbaum and Somers, 1993). Job satisfaction leads individuals to be committed more than dissatisfied employee to the organization.

There is a strong negative relationship between job satisfaction and the level of employee turnover, if an individual's personal disposition (positive affect) is taken into consideration as per the study of Shaw (1999). Dissatisfied employees show the tendency to leave the organization for better positions. Thus job satisfaction is defined as the level of how employees like their work and can also be influenced by the job characteristics. The different job characteristics can lead to positive or negative

job satisfaction as well. An organization needs to focus on an organizational culture that obtains positive employee job satisfaction, because this will lead to high performances and commitment of employees (Snipes, Oswald, LaTour and Aremnaksi, 2005). The culture types can be positively or negatively related to job satisfaction (Lund, 2003). Joby Jose and Panchanatham (2013a) have stated that stress can influence the personality as it leads to satisfaction and creation of culture and the relevance of the study on satisfaction arises that leads to organizational culture that contributes better performances.

## REVIEW OF LITERATURE

Lemons, Nancy (1996), studied organizational culture across four cultural dimensions namely, power, role, achievement and support, indicate dissatisfaction among employees with the current cultural orientations. Employees in the age category of 55-64 are seen as exhibiting greater dissatisfaction with current emphasis on power and role than in the case with other age categories, while measuring the psychological, sociological and historical penetration of culture in the organization. Kyro and Paul (1997) studied the meaning and purpose of entrepreneurship as an ever-changing reflection of culture, as a phenomenon searching for new forms in the course of history. According to him, entrepreneurship has been found to be important and meaningful in society at two points of transition from modern to past. He identifies organizational culture as the mediator in entrepreneurship transitions. It is suggested that the role of entrepreneurship can be regarded as an instrument of changing the culture of an era.

Barnes and John Walter (1992) in their study stated that strength and value congruity as determinants of outcomes. Value congruity is described as the degree of latent and perceived similarity between personal and organizational value. It is established that both cultural strength and value congruity have positive effects on job satisfaction and it correlates to organizational commitment. On the contrary, they have negative effects on role stress. Amarchand and Jayaraj (1992) study placed emphasis on self-motivation as one of the values that contributes to the growth-oriented organizations. According to them, one should not work in anticipation of a reward, but work like a master, giving up all attachments to work - working through freedom, working through love. If such an idea is cultivated, it would solve several work related problems like efficiency, quality, perfection, accountability and the like.

Gorn and Kanungo (1980) have studied the relationship between motivation and job involvement. Data were collected from 919 lower to middle level managers belonging to three job categories consisting of administrative, sales and technical services in three large organizations. There existed a positive relationship between a manager's satisfaction of the salient needs and involvement in his/her job. Thus the degree of satisfaction with salient needs, be it intrinsic or extrinsic, was associated with greater involvement in the job. Extrinsic managers were more satisfied with their job and more involved in it. Whether it was intrinsic satisfaction of needs (motivation) or extrinsic satisfaction of needs (hygiene factor), the outcome equally created high job involvement.

Hollyforde and Whiddett, (2003) in their study postulated that the phenomenon of employee job satisfaction and/or dissatisfaction is a function of two classes of variables, which are termed motivators and hygiene factors. The motivators, or intrinsic satisfiers, are achievement, recognition, the work itself, responsibility and the possibility of growth and advancement. The presence of these motivators has the potential to create job satisfaction, whereas in the absence of motivators, dissatisfaction does not occur. In contrast, hygiene factors have the potential to cause dissatisfaction if they are absent, but their presence does not provoke a high level of satisfaction Grigoroudis and Siskos (2010). The dissatisfaction or extrinsic hygiene factors are supervision, working conditions,

compensation, policies, job security and interpersonal relationships. A manager must be sure to provide sufficient hygiene factors while incorporating satisfiers or motivators into the employees' jobs. Joby and Panchantham (2014a) in their study has confirmed the influence of job satisfaction on employee performance that dictates the terms of commitment and job involvement those are the components of the organizational culture. Joby and Panchantham (2014b) have explored the influence of socio-economic variables over the organizational culture and they have concluded in their study that those variable influences the culture has directly had association with employee satisfaction, commitment and organizational value system. Joby and Panchantham (2014c) elaborated in their study on the influence of organizational variables on organizational culture that hygiene factors those influenced the organizational culture and its relation to the motivational factors. Job satisfaction is positively correlated to the organizational value system and employee morale and the present study aims to find out the influence of job satisfaction in creating and sustaining organizational culture.

## OBJECTIVES

- To find out the association between cultural class and job satisfaction class
- To analyses the relationship of job satisfaction with cultural dimensions
- To find out the influence of job satisfaction on organizational culture

## RESEARCH METHODOLOGY

Research design stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis, keeping in view the objective of the research and the availability of staff, time and money. The design has chosen for this study is descriptive in nature and 100 samples were collected. Primary data were collected through structured questionnaire and secondary data from past studies, research journals and websites. Chi-Square, Correlation and regression tests are used for the analysis of the data. Variables used for culture was scale developed by Udai Pareek. The OCTAPACE profile is a 40-item instrument that gives the profile of organization's ethos in eight values. These variables are Openness, Confrontation, Trust, Authenticity, Proaction, Autonomy, Collaboration and Experimentation. The job satisfaction scale used for the study is developed by Kanungo (1982) with sixteen items. Organizational culture and Job satisfaction scales have scored the alpha coefficient value 0.87 and 0.82 for the present study.

## RESULT AND DISCUSSION

Table-1: Chi-Square Tests showing the association of Organizational Culture Class with Job Satisfaction Class

|                  |        |                                 | Culture |        |       | Total  | X <sup>2</sup> | Sig. |
|------------------|--------|---------------------------------|---------|--------|-------|--------|----------------|------|
|                  |        |                                 | Low     | Medium | High  |        |                |      |
| Job satisfaction | Low    | Count                           | 2       | 12     | 0     | 14     | 73.471         | .000 |
|                  |        | % within Job satisfaction Class | 14.3%   | 85.7%  | .0%   | 100.0% |                |      |
|                  | Medium | Count                           | 10      | 52     | 4     | 66     |                |      |
|                  |        | % within Job satisfaction Class | 15.2%   | 78.8%  | 6.1%  | 100.0% |                |      |
|                  | High   | Count                           | 0       | 1      | 19    | 20     |                |      |
|                  |        | % within Job satisfaction Class | .0%     | 5.0%   | 95.0% | 100.0% |                |      |
| Total            |        | Count                           | 12      | 65     | 23    | 100    |                |      |
|                  |        | % within Job satisfaction Class | 12.0%   | 65.0%  | 23.0% | 100.0% |                |      |

From the above table maximum frequency (52) was found in the cell, which had the medium job satisfaction and medium organizational culture, and least frequency was found in the cell created at the intersection of high organizational culture and high job satisfaction. The chi-square value 73.471 and P value = 0.000 are statistically significant at 5% level. Therefore it can be concluded that Job satisfaction and organizational culture has a close association among the information technology employees.

Culture is associated with job satisfaction since it is “a pleasurable or positive emotional state” that is “a function of the perceived relationship between what one wants from a job and what one perceives it is offering” (Locke, 1976). The organizations empowerment is more likely to manifest at higher levels of job satisfaction by which cultural creations is sort (Thomas and Tymon, 1994). They further argued that assessments of empowerment generate intrinsic rewards and thus should be positively related to job satisfaction that creates good working culture. Several researches show that choice is a psychological need and that meeting this need results in job satisfaction (Parker, 1993). Thomas and Tymon (1994) show that higher levels of personal control are related to job satisfaction and created work values. These results are consistent with Spector’s (1986) seminal review, in which he presented evidence for a positive association between job autonomy and job satisfaction, which in turn results in value creation of the work.

The positive association between organizational culture and job satisfaction is put forwarded through the empirical research of (Hackman & Oldham, 1980; Spreitzer et al., 1997). Important determinants of personal value are considered as job satisfaction and it helps in creation of organizational values. Kanter (1983) argues that perceived values results in greater commitment and concentration of energy as the job satisfaction results from fulfillment of desired work values (Locke, 1976). Lack of meaning in the workplace has been linked to apathy and job dissatisfaction (Thomas & Velthouse, 1990). Job satisfaction has been identified as a major requirement for organizations that aim to achieve excellence in their organizations through creation of value system. Spector (1997) posits that the attitudinal perspective has become the predominant in the study of job satisfaction as it deals with individual values.. These could easily contribute to the development of organizational values that creates better work culture and gives better job satisfaction.



Table-2: Correlation test shows the association between Job Satisfaction and Organizational Culture with its various dimensions.

| Sl No | VRS  | $\bar{X}$ | S.D    | 1      | 2      | 3      | 4      | 5      | 6      | 7      | 8      | 9      | 10 |
|-------|------|-----------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|----|
| 1     | OC   | 115.36    | 13.992 | 1      |        |        |        |        |        |        |        |        |    |
| 2     | OP   | 15.11     | 2.127  | .846** | 1      |        |        |        |        |        |        |        |    |
| 3     | CON  | 14.79     | 2.319  | .828** | .674** | 1      |        |        |        |        |        |        |    |
| 4     | TST  | 14.55     | 2.017  | .830** | .746** | .699** | 1      |        |        |        |        |        |    |
| 5     | AUTY | 13.80     | 2.151  | .820** | .625** | .652** | .526** | 1      |        |        |        |        |    |
| 6     | PRO  | 15.26     | 2.130  | .790** | .720** | .614** | .662** | .527** | 1      |        |        |        |    |
| 7     | AMY  | 13.05     | 2.324  | .726** | .461** | .472** | .440** | .715** | .401** | 1      |        |        |    |
| 8     | COL  | 14.03     | 2.129  | .798** | .601** | .521** | .643** | .592** | .593** | .626** | 1      |        |    |
| 9     | EXN  | 14.77     | 2.039  | .865** | .693** | .741** | .716** | .676** | .637** | .559** | .616** | 1      |    |
| 10    | JS   | 69.39     | 13.398 | .605** | .511** | .443** | .486** | .547** | .460** | .461** | .468** | .563** | 1  |

\*OC= Organizational Culture, OP=Openness, CON=Confrontation, TST=Trust, AUTY=Authenticity, PRO=Proaction, AMY=Autonomy, COL=Collaboration, EXN=Experimentation, JS=Job Satisfaction, VRS=Variables.

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

\* . Correlation is significant at the 0.05 level (2-tailed).

Correlation matrix showed means, standard deviations, direction and significance of association between various dimensions of organizational culture and Job satisfaction. The result showed that job satisfaction was significantly correlated to openness ( $r = .51, p?.001$ ); confrontation ( $r = .44, p?.001$ ); trust ( $r = .49, p?.001$ ); authenticity ( $r = .55, p?.001$ ); Proaction ( $r = .46, p?.001$ ); autonomy ( $r = .46, p?.001$ ); collaboration ( $r = .47, p?.001$ ) and experimentation ( $r = .56, p?.001$ ). It means that as the various dimensions of organizational culture are positively correlated to job satisfaction that the increase of job satisfaction increases the culture of the organization.

Job satisfaction and openness ( $r = .55, p<.001$ ) was positively correlated. The opportunity to work with the people employees like would enhance the free interaction among employees, each respecting others, feelings, competence and sense of judgment. The responsibilities and independences of the nature of the job prepare employees to share genuine sharing of information, feelings and thoughts in a meeting. Job satisfaction and confrontation ( $r = .52, p<.001$ ) was positively correlated. Company policies and practices make an employee to go deeper rather than doing surface-level analysis of interpersonal problems. The working conditions and promotional chance prompts an employee to face the inherent challenges in work situation rather than shying way from problem. Job satisfaction and Trust ( $r = .47, p<.001$ ) was positively correlated. Working conditions surround to the job developed interpersonal contact and support among people. The opportunity to work with like-minded people gives ample opportunity for the employees to offer morale support and help to employees and colleagues in crisis and prepare themselves to work with greater satisfaction. Job satisfaction and authenticity ( $r = .46, p<.001$ ) was positively correlated. Employees express the congruity between feelings and expressed behaviour is the result of the company policies and practices that governs the job.



Job satisfaction and proaction ( $r = .52, p < .001$ ) was positively correlated. Preventive action on most matters is taken considerable importance in employees' chance of future promotions in the job. Sound working conditions make seniors to encourage their subordinates to think about their development and take action in that direction, results in enjoyable nature of work. Job satisfaction and autonomy ( $r = .18, p < .001$ ) was positively correlated. The opportunity that an employee has in his job is nurtured by giving freedom at works and good way to motivate the employee is to give them autonomy to plan their work. Employees seeking promotions and other benefits always obey and check with seniors rather acting their won.

Job satisfaction and collaboration ( $r = .41, p < .001$ ) was positively correlated. Interesting and enjoyable nature of the work lays the platform for employee's involvement in developing an organizations mission and goals contribute to productivity. The opportunities to excel pave the way for individual accountability and employees perform tasks within time limit. Job satisfaction and experimentation ( $r = .52, p < .001$ ) was positively correlated. Job security and chances of promotion makes an employee to consolidate and stabilizes his career with the organization than experimenting. The sympathetic nature of the immediate superior helps the employees to look at the things and how it's being done.

Job satisfaction resulted from an evaluation of the job's characteristics. Job satisfaction is defined as how people feel about their jobs and different aspects of their jobs (Hirschfeld and Field, 2000). Job satisfaction is the extent to which people like or dislike their jobs and the degree to which they feel positively or negatively about various aspects of their jobs. According to Salazar et al., (2006) the assumption behind this definition is that people are able to balance their specific satisfactions and dissatisfactions and arrive at a general degree of satisfaction with their jobs. Salazar et al. believed that specific individual and situational characteristics influence job satisfaction. Individual characteristics include personality, education, gender and family roles, whereas situational characteristics include job characteristics, organizational characteristics and promotion opportunities. These values create organizational goals and mission accomplished through satisfied employees.

Many factors contribute to job satisfaction. Berta (2005) reported job satisfaction linked to experiencing positive relationships with co-workers, enjoying the work itself, approving of supervisors' performance, and having the freedom to participate in decision making. Jones (1983) reported that workers who felt they had a positive impact on others were the most satisfied. The outside world associates with a job can also be a factor of job satisfaction (Jones, 1983). Satisfied employees are the symbolic representation of the values practiced in the organization.

Table-3: Regression showing the strength of association between Job Satisfaction and Organizational Culture.

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1     | .605 <sup>a</sup> | .366     | .360              | 11.194                     |

a. Predictors: (Constant), Job Satisfaction

| Model |                  | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. |
|-------|------------------|-----------------------------|------------|---------------------------|--------|------|
|       |                  | B                           | Std. Error | Beta                      |        |      |
| 1     | (Constant)       | 71.497                      | 5.933      |                           | 12.050 | .000 |
|       | Job Satisfaction | .632                        | .084       | .605                      | 7.528  | .000 |

### a. Dependent Variable: Culture

Job satisfaction has strong influence on organizational culture since it has the attributes of satisfaction that is upholding the values of both individuals and organization itself. As per Edward and Scullion (1982) job satisfaction is seen as the overall measurement of working attitudes of the reception, happiness, and pleasure in the job. Job satisfaction relates to one's positive emotion towards work and situations. While optimism, which is the positive thinking towards organization, quality of work life refers to the self-reported measure of employee's satisfaction with a variety of needs through resources, activities and outcomes stemming from participation in the work place (Sirgy et al., 2001). Job satisfaction mostly considered as the employees' overall evaluation of their job as pleasant or unpleasant (Spector, 1995). Job satisfaction fundamentally implies personal perspective of the individuals to their job.

Job satisfaction formed from feelings, thoughts, and behaviors about job across all the sections irrespective of the nature of the work been done. According to Jex and Britt (2008) there are three components for job satisfaction including emotional, cognitive, and behavioral components. Considering these aspects and dimensions many studies has been done to understand how each of these dimensions influence employees' job performance and their attitude and generally their organizational behaviour. Job satisfactions study has included several dimensions to study it from different angles and all those ultimately reaches the employee behaviour in the organization that is created through different values and beliefs.

Employee gets satisfied through the freedom at work place that enables him to take decision pertaining to his domain of work. Maslow's (1954) hierarchy of human needs forms the basis of satisfaction and employees show their satisfaction of work either in groups or individually. However the list of values reads more like a long shopping list that is also cosmetic in nature because at the end of it all it is rather difficult to understand what job satisfaction really means. Employee attitude plays vital role in shaping up the culture and values in the organization while creating satisfaction. Scott et al., (1999), argued that job satisfaction may be both intrinsic and extrinsic. Internally, satisfaction is derived from mediated rewards such as the job itself and opportunities for personal growth and accomplishment. Externally, satisfaction is derived from mediated rewards such as satisfaction with pay, company policies and support, supervision, fellow workers, chances for promotion and customers. Commitment to an organization is made possible through the ardent practices of the values of employment that one has because the attitudinal satisfaction is the creation of mind. Therefore the organizational culture contributes a lot in building up the situation to make the employee feel at home and thus get satisfied. In turn job satisfaction builds up the nature of the working condition better as they all practices the common values to enjoy the satisfaction at different levels of work and commitment, which constitutes the culture.

### Managerial implications

The study shows that organizations need to take more care on the job satisfaction by which employee in turn involve themselves more in what they do and excel in their performance and contributes more to the organization in terms of production and to be effective in the organization. Moreover the Indian managers generally focus on building strong emotional bonds with their subordinates, peers, and superiors. Managers are chosen on the basis of intellectual capability and knowledge. Indian organizations ensure that they have enough money to maintain a desired standard of living if they should become unemployed or encounter some other loss of income. In the modern era

people are also attracted to IT jobs as compared to olden days government jobs for better earnings. Thus job satisfaction influences the organization culture is formed out of human values.

## CONCLUSION

Job satisfaction is major component in employee retention which shows the employee friendly atmosphere in work and work life balance (Joby & Panchanatham, 2013b). Every organization has a unique culture, which comprises certain assumptions, beliefs, values and norms commonly shared by its members or employees. Members of the organization make contribution larger as they are involved and satisfied in their respective domain of the work. Organizational culture is influenced by the job satisfaction of the employees as per the finding of this study and the satisfied employees contribute more to the development of the organization that which lays the foundation for the culture.

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