CHAPTER FIVE

Interview and Observation: Data Collection and Results
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5.1 Introduction

In addition to the questionnaire-based survey described in the previous chapters, a brief qualitative study, based on a series of interviews and observations, was carried out. This was done to compliment the findings of the quantitative questionnaire based study, and to conform the validity of these findings. A qualitative approach emphasizes the understanding and meaning of human experience, by exploring the nature of people’s transactions with themselves, others and their surroundings. In this study, respondents were interviewed to obtain their perception and experience of the organization and their job under a number of pre-determined themes.

5.2 Collection of Qualitative Data

Following the collection of questionnaire from the different departments of software companies, follow-up interviews were conducted with software employees of different departments and different hierarchy. Due to busy schedule in the software companies, randomly selected software employees were selected for interview. Interviews were conducted, only when the employees were free. However, it was ensured that at least one employee from each department was available for an interview to collect information about perceptions of work environment, culture and their job satisfaction. In total seventeen employees, from different departments and different levels, were selected from each private software company.

The interviews were conducted using a semi-structured format whereby the interviewer (the researcher) specifically directed open-ended questions to the
interviewee in relation to the six pre-determined themes of software companies’ culture, their department culture, their job satisfaction level and other such related aspects like their commitment and turnover intentions. These questions are listed in the following table. A total interview was conducted. The average time for interviews was approximately twenty minutes. Participants were encouraged to discuss any other issues that were relevant to the specific questions asked. Interview results were noted. During the interview I had taken special care so that there must be mutual trust and confidence among us. And I had assured them that their names or departments will not be disclosed and the purpose of interview is purely for the research purpose.

TABLE 5.1: Open-Ended Interview Questions:

These questions were used as Guide to Collect Information for research.

Organizational Culture Interview Questions:

1. Are there any innovative practices in this company?
2. What are the things this company expects from you?
3. Do you feel that this company has a bureaucratic or supportive environment?
4. What are the assumed rules and values in this ward?
5. Are there any specific practices in this company to improve skills?
6. Are you satisfied with over all culture of the organization?
7. How do you see your boss in this company?
8. Can you make decisions freely in this organization?
9. Do you get sufficient recognition and appreciation for your work?
10. Do you feel that your boss is more concerned about employees than work practices?
11. Do you feel that you are treated very fairly in this organization?
12. Do you feel that your boss is more supportive and easy to get on with?
13. Do you feel that management encourages both upward and downward communication?

14. How do you feel about organizational politics in your organization?

15. What type of facilities do they provide to reduce stress and to relax you in the job?

16. Do they provide health and entertainment facilities during job?

17. Do they provide flexible working hours for performing the job?

18. How do they celebrate their employees' and organizational achievements?

19. How do you feel working in a team or individually?

20. How do you feel about overall infrastructure facilities?

Job Satisfaction Interview Questions:

1. Do you have sufficient responsibility in your job?

2. Do you get autonomy in your work?

3. Are your co-workers supportive?

4. Do you have sufficient professional or personal development opportunities in this company?

5. Do you find sufficient flexibility about your job or shift schedules in this company?

6. Are you satisfied with your pay?

7. Is management giving priority to employees in allotment of shares?

8. Do you get sufficient feedback?

9. Do you participate in decision making?

10. Do you get timely and needed information?
Other Qualitative data, such as five procedure manuals and five annual reports, three copies of strategic plans and five minutes of meetings, were selected randomly, sighted and summarized. Eight departments were also observed for an average of two hours each. The above activities were carried out by the researcher (the author) at different times with out prior knowledge of the department staff. This qualitative data was collected in order to obtain a greater understanding of systems of operation, communication pattern and symbolism of the different working environments. These factors were seen as important organizational culture variables (Trice and Beyer 1993). A summary of the analysis of annual reports, Procedure manuals, and minutes of meetings, internal memos and general observation of staff interactions was presented. The qualitative data overlapped with the quantitative data and was designed to provide scope for confirmation of the questionnaire findings.

Systematic observation is a research method in which events are selected, recorded, coded into meaningful units, and interpreted by nonparticipants. Nonverbal behaviors are body movements that convey information. They may include facial expressions, eye contact, hand movements, posture, and so on. The most well known system is the Interaction Process Analysis (IPA) system developed by Bales (1950, 1970). IPA allows observer to record inferred meanings for linguistic, extra linguistic and nonverbal behaviors among groups. Categories for IPA are i) positive actions (seems friendly, dramatizes, & agrees) ii) answers (gives suggestions, opinions, & information), iii) questions (ask for information, opinions and suggestions) and iv) negative actions (disagree, shows tension & seems unfriendly).
5.3 Data Analysis

Qualitative data (Interview and Observational data) can be analyzed by the process of content analysis (Miles and Huberman 1984, Portey and Watkins 1993). Qualitative data can be categorized in a systematic way to uncover patterns or themes and to extract meaning from the mass of information that is available. Also, categories may be developed in accordance with an existing theory to reflect a conceptual framework, or in situations where theories have not yet been evolved, they may emerge from the data by demonstrating how particular observations or responses go together. The analysis of Qualitative data can be assisted by the use of computer packages such as the “Non-Numerical Unstructured Data Indexing, Searching and Theorizing” (NUDIST) software package for further analysis (Richards et al. 1992). This package is suitable for handling large amount of qualitative data and to perform complex content analysis. Since the qualitative data in this study was not sufficiently complex or large, detailed analysis using NUDIST was not justified and the information was analyzed manually. Content analysis was performed on the transcribed data and key words were grouped into different themes.

5.4 Results of Qualitative Analysis

The above table shows extracts of positive and negative statements of data from the interviews. Simple content analysis was also performed on interview data from the present study to identify the frequency of key words and common themes.

The results of the interviews’ data revealed that the staffs were overwhelmingly positive about their organization culture, the company manager’s leadership style, their satisfaction with their jobs and their commitment to their companies. This contrasted with the survey results where the means of these variables were only slightly above the scale midpoints. The interview questions are framed in such way that all the attributes of clan, adhocracy, and hierarchy and market culture are covered. This study sets out to explore the influence of organizational culture and job satisfaction of software
employees. Cameron and Freeman Model of organizational cultures typology was used which consists of four types—clan, adhocracy, and hierarchy and market culture. As per our survey, job satisfaction level of software employees' varied significantly across corporate or organizational culture typology and invoked an alignment of culture types and dimensions of job satisfaction. Both clan culture (characterized by emphases on mentoring, loyalty, and traditions) and adhocracy culture (characterized by its emphases on innovation, entrepreneurship, and flexibility) elicited significantly higher levels of employee job satisfaction than the market culture (characterized by its emphases on competition, goal achievement and, market superiority) and hierarchy culture (characterized by its emphases on bureaucratic order, rules and regulations, and predictability).

It is, however, emphasized that while overall job satisfaction in clan and adhocracy organizational culture types is higher than the overall job satisfaction in market and hierarchy culture, it does not imply that employee commitment and performance will be correspondingly higher in adhocracy and clan organizational cultures, than in hierarchy and market culture. But it is interesting to know that most organizations combine several culture types. Attributes of several cultures, some of which have opposing values on emphasis, are present in most organizations. The same organization may show, for example, attributes of the market culture and clan culture simultaneously.