CHAPTER SEVEN

SUMMARY

DISCUSSION

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CHAPTER SEVEN

7.1 SUMMARY

In this section, a Summary of the study is presented, including: (1) The purpose of the study; (2) The research methodology and methods, and (3) A summary of results.

Purpose of the study

The purpose of the study was to identify the relationship between organizational culture and job satisfaction of software employees in private software organizations. The research Questions was as follows:

1. What is the relationship between organizational culture and job satisfaction scales and sub-scales?
2. Are there differences among organizational culture and job satisfaction scales and subscales, based on the following demographic characteristics: age, gender, and education, types of jobs, years of service in the current type of job, and years of service in the current organization.

Research methodology and methods

The following summary of the research methodology includes the instrument, the population and sample, and the data analyses.

Instruments

Instrument for Measuring Organizational Culture:

The Survey Questionnaire used in this study was a selection of established measuring instruments. The following were chosen for this study: Wallach’s (1983) Organizational Culture Index (OCI). Stogdill’s (1974), They were chosen because of their established reliabilities, relative ease in administration, user friendliness and because they had been used extensively by other researchers. Detailed discussion of the selection and description of these instruments follows:

In this study, a 41 point/item was used; 5-point scales based on the O’Reilly et al (1991) Q-Sort measure. Sheffey (1994) developed this scale for use in her study of Person-Organization Fit and after factor analyzing the 41 items; she obtained the same nine dimensions as O’Reilly et al. (1991). Employees’ rate items in terms of how a characteristic of these values are of their organization; Sheffey found Cronbach’s alpha reliability coefficient for the actual values to be 90 percent. The survey items for the organizational culture are listed in the Appendix.
These researchers used the short form MSQ (Minnesota satisfaction Questionnaire), developed by Weiss, Davis, England, and Lofquist (1967). The short form MSQ is composed of three scales: (1) Intrinsic (14 items), (2) Extrinsic (6 items), and (3) General satisfaction (20 items). The general satisfaction scale includes all twenty items. Finally, the last part was designed for demographic information. To insure validity within the Indian context, three experts (one practitioner and two academics) reviewed the instruments. These experts offered suggestions for addition and refinement of statements and questions, and commented on the format of the survey instrument.

The content and face validity were examined in a series of instrument revisions and pilot tests. The construct validity was tested and confirmed through a confirmatory factor analysis. Reliability, measurement by Cronbach's coefficient alpha on the final data, yielded reasonable reliabilities ranging from .62-.90.

To analyze the collected data, descriptive statistics, Frequency, weighted average and Chi-square are calculated. The target populations of this research are the employees, who are working in private software companies in Bangalore. A sample of 700 was selected proportionately from seven companies, which were selected randomly from hundreds of small and big companies in Bangalore city, which may have different culture and different job characteristics. The final number of useable cases obtained, after one follow-up, was 430, for overall response rate of 61.43%.

Summary of the results

The results of correlations indicated a significant relationship between organizational culture and job satisfaction. Organizational commitment variables were positively correlated, but weak and moderate among themselves. Job satisfaction variables were strongly correlated among themselves.
Correlations between organizational commitment, learning organization culture, and job satisfaction subscales were significant, but generally weak and moderate with the exception of the continuance variable.

1. Differences of age were not found in learning organization culture and job satisfaction.

2. Differences in education level were found in creating continuous learning opportunities of organizational culture. Three-year college graduates showed significantly higher mean scores in creating continuous learning opportunities than four-year college graduate school degree holders.

3. Differences in gender were found in the job satisfaction outcome variable. Males showed significantly higher scores on affective job satisfaction by their organizational culture than females.

4. Differences in the types of job were found in job satisfaction. Employees working at R&D, team leaders, senior software engineers showed higher mean scores in job satisfaction resulted from organizational culture.

5. Differences at management level were found in continuous learning opportunities, promoting inquiry and dialogue, and promoting collaboration and team learning of organization culture. In addition, there were significant differences in job satisfaction at management level.

Assistant programmers showed significantly higher mean scores than people at higher-level positions on:

i. Creating continuous learning opportunities of learning organizational culture.

ii. Promoting inquiry and Dialogue of learning organizational culture.

iii. Intrinsic job satisfaction.

iv. General job satisfaction.

Employees at middle level (senior software engineers and system administrators showed significantly higher scores on job satisfaction with their work environment and culture.
Employees at middle level showed significantly higher mean scores on:

i. Normative organizational commitment than lower level employees (Programmers).

ii. Creating continuous opportunities in learning organizational culture than assistant programmers.

iii. Promoting collaboration and team learning of learning organization culture than assistant programmers and other lower level employees.

iv. Extrinsic job satisfaction than assistant programmers.

v. General Job satisfaction than assistant programmers.

7. Difference in years of service in the current type of job were highly influenced by organizational cultural factors like innovation and participation in decision making, specially of respondents who has completed more than five years of service and less than ten years of service in the current type of job.

8. Difference in years of service in the current type of organization was found intrinsic in job satisfaction. Respondents who had worked for less than five years showed significantly higher mean score on promoting enquiry and dialogue than who had worked for ten years and more.

9. Difference in companies was found in the effective and continuance subscales of organizational culture. There were significant differences in creating continuous learning opportunities, promoting enquiry and dialogue, promoting collaboration and team learning, and establishing systems to capture and share learning. In addition to this, there were significant differences in job satisfaction and the impact of culture on it.