7.2 DISCUSSION

In this section, a summary and general discussion in relation to the results of this study and research findings are discussed in terms of relationships among organizational culture and job satisfaction and other resultant variables like commitment and turnover intentions. In addition, demographic differences in perception or importance of organization culture and its impact on job satisfaction of private software company employees.

Several studies have addressed to the reciprocal relationship between job satisfaction and organizational commitment and other variables like Employee Performance and Turnover Intensions, but no research has been done on the relationship between organizational culture and employee satisfaction especially in the area of software industry in India. But, few companies in Indian Software Industry do regular surveys related to employee satisfaction in general. Vroom (1964) and Cole (1979) argued that the net effect of commitment on satisfaction might be negative; high job satisfaction could not be expected from highly committed and motivated employees because involvement and identification with the company raise expectations for fulfillment through work or Work Culture, and this, in turn, evokes job discontent.

The main aim of this thesis is to investigate the relationship between organizational culture, subculture and employee satisfaction. The setting used in this study was of private software companies in Bangalore and the sample consists of employees working in these software companies. This research was prompted by the lack of attention given in literature to the influence of organizational culture, subculture and its impact on job satisfaction. A number of other measures shown in past studies to be related either to organizational culture, employee performance, commitment and employee turnover intensions, were also included in this study. These were leadership style, job satisfaction and certain demographic variables such as age, years in current position, and years of experience and level of education.
The main results of the empirical research in this study were derived from the questionnaire survey. However, interview and observational data was also gathered to complement the findings of the questionnaire survey.

One main finding of this study was that the organizational subcultures had a greater influence on employee satisfaction and commitment. The main reason for this is that most of the employees belong to different states, different religions or castes; even there are differences among people who belong to different geographic locations of the state. Even there is difference in their culture level of satisfaction in different branches. Previous literature has suggested that organizational culture and subculture could have differential effects on individuals in the work place (Brown 1995, Krausz et al. 1995, Martin 1992, Trice and Beyer 1993). However, these ideas have not lead to empirical studies on the effects of organizational culture and subculture. As far as Indian software companies are considered, for the first time, the relationship between organizational culture and job satisfaction has been explored, though there is research available on general satisfaction level of employees in Indian software companies.

Another important finding from the results of this thesis was that organizational politics and organizational communication is a very important aspect of organizational culture of software companies especially in India. That is how people use their power or distribute power for decision making or bias in the performance appraisal or promotion etc.

Another important finding from the results of this thesis was that innovative and supportive organization had a positive effect on job satisfaction of software company employees. As most of the employees, in their early career, give importance to pay or other extrinsic factors of job satisfaction. But, as they move to higher cadre or level of experience they will give importance to growth by doing something new or innovative. This finding is compatible with previous results which suggested that a bureaucratic environment often resulted in a lower level of employee commitment and increasing employee turnover intentions (Brewer 1994, Kratina 1990, Wallach 1983). A similar and more
significant pattern of association with job satisfaction was observed with the organizational culture variables or dimensions in this study.

A number of studies have suggested a relationship between job satisfaction and organizational characteristics such as work groups attachment and organizational centralization (Deal and Kennedy 1982, Denison 1984, Hackman and Silva 1984, Martin and Siehl 1983, Peters and Watermen 1982, Schwartz and Davies 1981, Schein 1985a, Sergiovanni and Corbally 1984). However, the relationship between organizational culture and job satisfaction was weak or negligible in their study. Another approach is the "Person-Environment Fit" theory of job satisfaction (Bretz and Judge 1994, Kalleberg 1977, Katzell 1979, Lock 1969, Smith et al. 1969). This theory suggests that job satisfaction is a result of congruence between the worker's perception of the work situation (that is, perceived work characteristics which represent work rewards), and the worker's work values (that is, the importance that individuals attach to these perceived work characteristics). This model emphasizes the interaction between the values of the workers and the working environment of the employees, and represents a "Person-Environment Fit". The results obtained from this study support this model or approach of "person-Environment Fit", even though there is criticism on this theory that, the organization or environment often has too many activities and the "fit" between these activities and the needs of participants could be difficult for managers to identify.

A review of empirical studies by Savery (1989) showed that there are seven working conditions or variables which lead to job satisfaction for a majority of people. These conditions are: 1) interesting and challenging work, 2) a feeling of achievement, 3) relationship with immediate superiors and other professionals, 4) opportunities of friendship, 5) advancement (or growth), 6) security of employment (job security), and 7) recognition. Most of these conditions/variables have been identified as intrinsic motivators, and meeting these expectations is important to achieve high levels of job satisfaction for an individual or at least preventing dissatisfaction. From my study it was found that, from the empirical study of Savery the most important variables, which are
considered by Software Company employees, are advancement, recognition, a feeling of achievement and interest and challenging work.

One important difference between this study and others, examining the relationship between organizational culture and job satisfaction, was the multidimensional measure of job satisfaction used in this thesis. This multidimensional job satisfaction measurement is based on McClosky's (1974) work which proposed that items used in job satisfaction questionnaire could be grouped into higher-and-lower order needs as defined in Maslow's (1943) theory of motivation. The results of this thesis revealed that higher order needs or intrinsic factors (such as the level of control, the amount of interaction and the level of professionalism) exerted the greatest influence on commitment. This supported the propositions suggested by Hertzberg's theory of motivation, and Maslow's hierarchy of needs, (Robbins et al. 1994, Schermerhorn et al. 1994), that intrinsic factors or higher order needs were important to job satisfaction than extrinsic factors or lower-order needs. These results were also consistent with the meta-analysis of the attendance of organizational culture. They conclude that the relationship between job satisfaction and organizational culture was uniformly positive, and that the intrinsic job satisfaction components yielded higher correlations than the extrinsic job satisfaction components.

Previous studies (Bateman and Strasser 1984, DeCotiis and Summers 1987, Matthew and Zajac 1990) have investigated the relationship between leadership style and organizational commitment. The results of this thesis confirmed that the leadership style-consideration variable had a strong influence on commitment than the leadership style-structure variable and that no evidence is found in previous studies on the strong and positive relationship between job satisfaction and organizational culture.

Mathieu and Zajac (1990) and Stow and Ross (1977) suggested that job satisfaction and commitment increased with age and decreased with education. The results of the present study revealed a significant positive relationship between age and job satisfaction in relation to dimensions of organizational culture which support the findings of these previous studies. The results of this
thesis show that the older the participant, the greater the degree of job satisfaction, it reflects the notion of “sunk costs” (Stow and Ross 1977) which was perceived as an investment in the organization. These results are compatible with previous findings (Mathieu and Zajac 1990, Meyer and Allen 1984, Stow and Ross 1977, Williams and Hazer 1986). However, these studies have not shown any association between age and job satisfaction, as is found in the present study.

Although the results did not show a negative relationship between the level of education and commitment, which was suggested in some previous literature (DeCotiis and Summers 1987). The findings in this study revealed that there is a significant relation between job satisfaction and organizational culture’s dimensions. Furthermore, years in position and years of experience in present position in the software company failed to show any significant effect on job satisfaction. This is quite different from some of the foreign multinational software companies, where the work environment is more supportive in nature when compared to some of the Indian software companies.

In relation to consideration-leadership style among the seven private software companies, the results showed that there were considerable differences as to their importance and perception of organizational culture and job satisfaction. These results were compatible with the general assumption that, the level of organizational culture related to leadership style and supportive environment is positively followed by an innovation. Subculture had the lowest correlation with job satisfaction.

The results of this thesis revealed that the frequency of all the variables is slightly above the scale midpoint. This means that the respondents were generally positive about their innovative and supportive ward and hospital cultures. However, the interview findings revealed overwhelmingly positive comments on respondent’s perception about their company’s organizational culture and other aspects of their work environment such as department culture, leadership style of their managers and job satisfaction, compared to the less positive results in the survey. The interview finding reveals that most of the employees who have more than four years of experience give importance to
supportive environment and future growth, when compared to employees who have less than one year experience. Some of the employees stated that "what they are doing, why and for whom they are working" their top management does not inform them. Another important grievance of employees is that the top security measures, do not allow the employees to carry any pen drives, or mobile phones with camera etc. This makes them to feel a lack of trust in them from their top management. But in case of interviews, which are very formal in nature, most of the managers and employees hesitated to give true information about their organizational culture.

The differences between the survey and interview results could be attributed to the following reasons:
1. There was a sampling bias where a high percentage of participants who were more highly satisfied with their job were selected for the interviews.
2. The respondents in interviews were reluctant to provide negative comments about their work environment or organizational culture.
3. The less positive responses obtained in the questionnaire rating scales could be attributed to the frequently observed "central tendency" rater bias (Saal and Knight 1988, p.121). Raters are generally unwilling to give very high or very low ratings in surveys. Nevertheless, both survey results and interviews indicated a relatively positive attitude towards the organizational culture and job satisfaction.

The attachment of the individual to the organization is known as organizational commitment. Mowday et al. (1979) provided three components in framework to know the organizational commitment. They are: i) Acceptance of organization’s goals; ii) Willingness to work hard for the organization and iii) Desire to stay with the organization. Meyer et al. (1993): three types: a) Affective b) Continuance and iii) Normative. In this study it is found that there is a relationship between organizational culture and the commitment of employees towards their organization. Job satisfaction has significant relation with organizational culture.
Limitations of the Study

This study has certain limitations. The results of this study could reflect relationships only among variables used in this study. Variables, which other researchers might consider to be important, such as antecedents of organizational culture and job satisfaction, are not included in this study. The original intention of this study was to examine the effects of culture and subculture on job satisfaction and only a limited selection of variables shown in past research and are related to this study are included.

Another limitation of this study is that the results of this study may not be transferable to other professional groups. This is because other professional groups may not operate under similar environmental or organizational settings as employees in private software companies. Furthermore, due to differences in national cultures, the results of this study may not be applicable to countries which have different organizational settings. (For example, Hofstede's 1990, cultural dimensions of collectivism and power distance are different in Asian countries when compared to other countries).

Key Contributions of the Thesis

The results of this thesis provide a number of key contributions. First, it provides evidence for the importance of core culture and subcultures in software companies. Organizational subculture had a greater effect on job satisfaction than organizational culture in few organizations. In particular, the results of the thesis showed that innovation and supportive subcultures have a significant and positive effect on employee satisfaction.

These results are of great important to management. Management can direct its resources and focus its energy towards core culture and subcultures particularly in areas such as training and development, innovation and risk management. Job and reward design, team design and participative decision
making, creation of networks to promote greater trust and commitment to shape the environment and to produce both innovative and supportive cultures in the work place. This approach is contrary to the traditional intervention strategy (influenced by the work of Deal and Kennedy 1982 and Peters and Waterman 1982) which focuses on the organizational culture without considering the effects of subcultures in organization. Thus, an important finding in this thesis was that organizational culture had a smaller influence on commitment than subculture.

The second contribution, resulting from the use of multi-dimensional, rather than Un-dimensional measures of job satisfaction, was the identification of the intrinsic job satisfaction variables (control, interaction and professionalism) as the ones with the strongest association with organizational culture. Another important finding of this study was importance of organizational politics and communication in an organizational. Therefore, we can consider these variables as part of organizational culture. These factors play very important role in employee satisfaction.

The third contribution was that the findings revealed that bureaucratic department culture was significantly stronger in private software companies than in foreign multinational software companies. And companies, which had stronger innovative culture and supportive culture, will have higher level of job satisfaction. These results are contrary to the previous assumptions. The above findings provide us with a better understanding about software employees working environment and call into question common assumptions made about different types of private software companies. Finally, this study provides information about employees’ perception about their organizational culture; what it is? How it effects their job satisfaction? And provides information, how to enhance supportive culture to motivate and talented employees?
**Possible Future Direction for Research**

This study examined the level of organizational culture and subculture on organizational culture. In the process of this study, several promising avenues for future research were identified.

The use of organizational culture and subculture as antecedents of job satisfaction revealed significantly different on commitment. This is an important finding is unclear, particularly to countries which have a different cultural orientation. For, instance, with Hofstede's (1990) power distance dimensions, the negative association between bureaucratic culture and commitment reported in this thesis may not occur in any country where power distance is high and employees may have a more favorable view on operating in a bureaucratic environment.

The design of the present study did not enable it to determine the causal ordering of job satisfaction and organizational culture. Further research using more appropriate designs could be carried out to resolve this important issue. Since the link between job satisfaction performance has been suggested (Cranny, Smith and stone 1992). Despite this study's contributions, there are compelling needs for further research that will continue to examine the relationships among organizational culture and job satisfaction and its antecedents like employee commitment, performance and turnover intentions.

A cross-company comparison could be performed among a larger number of organizations. This study has been conducted only in Bangalore city, it may be worthwhile to extended to employees and organizations in National and International settings to determine if the findings can be replicated there and to determine differences, if any, that might exist across country cultures.

Comparative study on organizational culture of Indian and foreign software companies can be done.

Other direction for future research can be “Organizational Culture: Can it be source of Competitive advantage?” for software service and IT companies
in India. To stress more on organizational politics its existence and importance, a relationship study on Organizational Culture and Organizational Politics in software companies can be conducted. This study could apply multiple methodologies, such as individual case studies, interpretive, and critical science. For example, employees' job satisfaction could be described using interpretive research.

Further research could also extend the present study of organizational culture into a model of performance appraisal. Since the link between job satisfaction and performance appraisal has been suggested (Cranny, Smith and Stone 1990), a causal model of organizational culture and employee turnover could be developed to examine the effects of antecedents used in the present study.

Finally, this research was based on self-reported data, taking only the perspective of employees. Further research needs to consider the perspectives of both employers and employees so that the limitations of self-reported data will be minimized.