7.3 CONCLUSIONS

This thesis sought to provide a greater understanding of the relationships between organizational culture and job satisfaction. Measures of organizational dimensions and job satisfaction and selected demographic variable were also included in this study. Multivariate analyses were used to determine the effects of the selected variables on organizational culture and job satisfaction. Qualitative results, based on interviews and observations, were used to complement the findings of the survey.

In conclusion, the findings of this study also supported suggestions in the literature review that organizational culture and subculture could exert different influences on individuals in the work place (Coeling and Wilcox 1988, Collette-Jones 1990, Krausz et al. 1995). In particular, the result of this study revealed that the influence of organizational culture and subculture on job satisfaction in the work place was considerably greater than the influence on commitment on the work place. The result of this empirical study also supported the proposition that higher order needs, or intrinsic job satisfaction factors had a greater influence on organizational culture than lower order needs or extrinsic job satisfaction factors. That is, a positive managerial strategy (represented by consideration leadership style in this thesis) and supportive organizational culture (Represented by innovative and supportive ward cultures in this thesis) would lead to greater employee satisfaction. Finally this study has provided useful information for both management and the software professionals in formulating their priorities in change management and to identify and create culture which enhances employee satisfaction. This study also provides a theoretical framework for the future organizational culture research.

1. Organizational culture (except for continuance) is strongly and positively related to job satisfaction. Those who are more satisfied with their jobs—intrinsically, extrinsically, and overall—are likely to have higher level of satisfaction with their organizational culture.
2. Job satisfaction is moderately and positively related to organization culture. Those who are more committed to their organizations—affective and normative—are likely to believe that their organization culture has a higher learning organizational culture.

3. Learning organizational culture is weakly to moderately positively related to job satisfaction. To some slight degree, those who perceive that their organization has a learning organizational culture are more likely to have job satisfaction.

4. Age does contribute to differences in organizational commitment, learning organizational culture, or job satisfaction. And perception towards their organizational culture and job satisfaction.

5. Four-year college graduates (Engineering graduates) are more likely to perceive higher creating continuous learning opportunities of learning organization culture than graduate school degree holders.

6. Males are likely to have higher level satisfaction with their organizational culture dimensions than females.

7. Employees working at R&D and program leaders are more likely to have higher level of satisfaction with their work culture than are those in other types of jobs.

8. Software developers are more likely than program leaders to perceive that:

- Their organization has higher creating continuous learning opportunities of learning organization culture.
- Their organization has higher promoting inquiry and dialogue of learning organization culture.
- They have higher intrinsic job satisfaction.
- They have higher general job satisfaction.
- Senior system engineers are likely to have higher job satisfaction towards their organizational culture junior software engineers.
- Programme leaders their organizations are more likely to have:
- Higher normative organizational commitment than assistant programmers.
• Higher creating continuance learning opportunities of learning organization culture than assistant programmers.

• Higher promoting collaboration and team learning of learning organization culture than assistant programmers and system administrators.

• Higher extrinsic job satisfaction than assistant programmer.

• Higher general job satisfaction than assistant programmers.

9. Employees who had worked for less than four years in their current job are more likely to perceive that their organization has higher promoting inquiry and dialogue in innovative organization culture than those who worked for ten years or more.

10. Employees who had worked for less than four years in the current organization are more likely to perceive that their organization has higher intrinsic job satisfaction than those who worked for ten years or more.

11. Employees of R&D of private Software Companies are more likely to have:
   • Higher affective organizational commitment than those of the software programming employees.
   • Higher perceptions of their organizations culture creating continuous learning opportunities, promoting inquiry and dialogues, and establishing systems to capture and share learning of learning organization culture than those other functional areas.
   • Higher perception of their organization culture promoting collaboration and team learning organization culture than those of other functional areas.
   • Higher intrinsic, extrinsic, and general job satisfaction than those of other departments.

12. Perception of the organization culture having a learning organization culture contributed positively to extrinsic job satisfaction.