7.4 RECOMMENDATIONS FOR PRACTICE

This study has practical importance. The results of this research provide especially valuable information for HRD and HRM professionals, especially in the Software Industry in India, to understand what relationship exists among organizational culture and job satisfaction, and other antecedents of job satisfaction, that is, employee commitment, performance, and turnover intentions of software industry employees.

It is considered that CEOs, HR managers, and HRD managers should become more aware of the current employee perceptions about their job satisfaction related to organizational culture. They must understand the gap between espoused culture and enacted culture of an organization (that they say about their organizational culture and how actually they are practicing or implementing their values). Therefore, HR, CEOs, and OD practitioners should have strategic plans to manage workforce. In addition, they should meticulously analyze what are the best employment policies through research from selection to retaining talent.

In addition, CEOs and HRD practitioners should recognize the perception of the organizational culture and its dimensions. And it's positive relationship to job satisfaction and employee commitment. They should know how to motivate and encourage employees through their organizational culture as per the employee's point of view. Organizations should have adoptive organizational culture in a rapidly changing environment and this change must be continuous. Therefore, HR managers and HRD managers should pay attention to establishing programmes and systems that encourage learning by the individual, team, and organizational level.

This study can be helpful for HRD professionals, especially those in the company under study, to prepare academic programmes with information to develop curricula, courses, internship, and standards. Most variables have some significant differences based on demographic characteristics. Therefore, HRD
and HRM practitioners should diversely respond to meet the needs of those within each demographic variable category as follows:

First, because there is significant difference by age in organizational culture perception and its impact on job satisfaction, HRD and HRM practitioners should support the development of learning organizational culture and job satisfaction by providing information, knowledge and systems such as distance learning, intranet, and knowledge management, with giving consideration to age groups.

Second, this result concluded that differences by educational were found with negligible level in organizational culture and job satisfaction. But there is significant difference perception about innovative and learning culture. Therefore, HRD and HRM managers try to support their employee development by providing information, knowledge, and systems in which every employee can easily understand transform and apply it to their tasks by considering educational levels.

Third, this study reported that males are likely to have higher effective organizational culture than female. In private software companies’ women’s power becoming more important than ever before. Appropriate day care consideration might also encourage women to continue employment after childbirth and care must be taken to avoid discrimination of women from men. In addition, HRD practitioners should train employees about sexual harassment to create an appropriate environment for female workers. Specifically, HRD organization should develop programs for women to develop their leadership and management ability.

Fourth, employees working in R&D and senior software engineers are likely to have higher job satisfaction from their organizational culture than their types of job. HRM and HRD practitioners need to support other than these employees in innovative and learning organizational culture. And they have to provide programmes such team building, individual goal setting and life and career planning.
Fifth, employees who have worked for less than five years in the current organizations and current type of job are likely to have higher promoting inquiry and dialogue perceptions than those who worked for ten years or more. Therefore, organization need to support employees who have worked for ten years or more regarding promoting inquiry and dialogue of learning and innovative organizational culture. Additionally, employees can take more efficient and effective corporate learning and training programmes to meet the challenge of competing in the business realm.

Finally, each software company has significant difference about organizational commitment, job satisfaction and learning organizational culture. As all these seven companies belongs to different group of companies therefore their organizational culture and level of satisfaction also differs.

Therefore, they should develop different programmes and systems based on different cultures and characteristics of the companies. According to Schultz and Schultz (1998), culture means a general pattern of beliefs, expectations, and values, some conscious and unconscious that is expected to guide the behaviors of organization's members. So, culture is the shared invisible important pattern and asset of an organization that must build continuously, protected and must modify or change to utilize the opportunities safeguard it from potential threats. Therefore, HRD and HRM practitioners should recognize that demographic characteristics, such as gender, company (or branch or division), age and education level have their own cultures, backgrounds, and unique components (like religion, caste or geographic region) important factors for developing curricula, interventions and programmes.

In summary, this research enables HRD and HRM practitioners to view organizational culture and its impact on job satisfaction as important variables in exploring diverse ranges of topics related to the workplace. And, then, they can diversely apply their management policies, interventions and practices to fit these diverse characteristics. Organization members must understand the nature of diversity and value a variety of opinions and insights recognize the learning
opportunities and challenges presented by the expression of different perspectives. The organizational culture must foster expectations for high standards of performance and ethics for everyone stimulate personal development and encourage openness. The organization must have a well-articulated and widely understood mission to cultivate, sustain and adopt culture which enhances the employee's satisfaction, commitment and performance. So that these organizations survive and grow and minimize employee turnover or attrition rate.