The Relationship between Organisational Culture and the Job Satisfaction levels of IT sector Employees in Contrasting Economies

Sreekumaran Nair, Sree Lekshmi and Aston, John and Kozlovski, Eugene

University of Wales Trinity Saint David, London Campus, Brunel University, University of Wales Trinity Saint David, London Campus

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Sree Lekshmi Sreekumaran Nair
e-mail: sree.07lechu@gmail.com
University of Wales Trinity Saint David, London, United Kingdom

John Aston
e-mail: john.aston@brunel.ac.uk
University of Brunel, London, United Kingdom

Eugene Kozlovski
e-mail: eugene.kozlovski@uwtsd.ac.uk
University of Wales Trinity Saint David, London, United Kingdom

Abstract. The main aim of the quantitative paper is to examine the relationship between organisational culture and the job satisfaction of employees working in IT companies operating in contrasting economies, namely India and the UK. The paper adopts the application of Denison's model for researching organisational culture and the Spector JSS survey to determine the job satisfaction of employees using the five-point Likert Scale. This study targeted 450 employees (230 from India and 220 from the UK), from whom data was collected through online questionnaires by using purposive, snowball and convenience sampling techniques. Data analysis was carried out using SPSS 23.0. The results indicated that organisational culture does have an impact on the job satisfaction level of employees in the Indian IT sector, whereas there is no corresponding effect among UK IT employees. Additionally, organisational culture has a different impact upon males and females respectively when it comes to their job satisfaction levels in both economies. Finally, organisational culture has an impact on the job satisfaction levels of both middle- and lower-level employees in both economies.

Key words: organisational culture and job satisfaction, gender, management layers, IT work force, contrasting economies

Introduction

Organisational culture is considered to be the connection which holds companies together. Culture is linked with the implementation of technology and the growth of the organisation. It is considered an important factor in the growth of the organisation and has a significant role in determining the success or failure of the organisation (Qazi et al, 2017). Some unanswered questions still remain, including the meaning of organisational culture and the method by which organisational culture is measured. However, regardless of these

debates, culture is considered the life of the organisation by managers, and thus is an important factor for any organisation.

Job satisfaction is defined as the attitude of the employees towards particular aspects of the overall work situation. It is an important factor for any organisation. In addition to this, the majority of employers would like to know whether their employees are satisfied with their jobs. Organisations consider culture important, because job satisfaction increases with better organisational culture; hence, it enhances the productivity of the employees (Nair and Sommerville, 2017). The relationship between organisational culture and the job satisfaction of employees is therefore a significant issue (Tsai, 2011).

To understand the phenomenon better, this comparative study focuses on two different economies. Interestingly, the IT sectors of two economies, namely India and the UK, are included due to the fact that one (India) is a developing economy and the other (the UK) is a developed economy, and the IT sector has contributed significantly to the growth and GDP of both economies over the last three or four decades. Also, there are similar trends and constraints in these two economies (Faizan et al., 2018).

The aim of this paper is to discover the relationship between organisational culture and job satisfaction in the IT sectors of contrasting economies. Hence, this study concentrates on the relationship between organisational culture and job satisfaction at the lower and middle levels of IT companies.

1. Literature review

Organisational culture is defined as beliefs, norms, myths and rituals within an organisation. It can motivate employees within the organisation, which improves their efficiency and effectiveness (Sundarsanam, 2010). It can be difficult to change the culture within an organisation, as it has become the basis of the management system of an organisation (Ouchi, 1981; Denison, 1990), delivers meaning to the employees of the organisation (Denison, 1990; Hofstede et al, 1991; Trice and Beyer, 1993), and sustain the products, services and the physical factors of the organisation (Schein, 1992).

Gifford, Zammuto and Goodman (2002) argued that organisational culture impacts the quality of work of nurses and cultural values positively linked to the commitment to an organisation, involvement, empowerment and job satisfaction. Moreover, Gray et al. (2003) argued that the significance of rewards and supportiveness are the most important characteristics of culture and have a strong relationship to job satisfaction. Chang and Lee

(2007) found that leadership plays an important role in the development of culture within an organisation. The study by Nair and Sommerville (2017) concluded that organisational culture has an important role in improving organisational commitment. The strategic direction and goals of organisations are also impacted by organisational culture. Crawford and Lok (1999) considered a casual modelling approach to researching the organisational commitment factors and employee turnover. The significant factors included in the study were age, pre-employment expectations and job characteristics, to give some examples. These factors impact towards job commitment indirectly to attain the job satisfaction.

According to Schein (1992), distinct elements of culture exist, including the layout of the organisation and communication amongst new employees. Research by Odom, Boxx and Dunn (1990) revealed that a bureaucratic culture within the organisation does not help to foster commitment among employees, nor job satisfaction. The above mentioned research drew the conclusion that employee attitudes and behaviours can be enhanced by an organisational culture with innovative characteristics. Denison's model of culture describes the culture and effectiveness within an organisation (Denison, 1990). This particular model considers the relationship between organisational culture, management practices, and performance within the organisation as well as effectiveness and efficiency. This model basically covers the four main behaviours within the organisation, namely involvement, consistency, adaptability and mission.

Lund (2003) studied job satisfaction levels, which differ according to the typology of the culture within an organisation. In addition to this, Chow et al (2001) covered the relationship between organisational culture and job satisfaction in the Chinese environment. The results of the study were supportive for the importance of organisational culture, yet also revealed certain negative aspects. In addition to this, the study by Nair and Sommerville (2017) concluded that there is a significant positive relationship between organisational culture and job satisfaction in the Indian IT sector. However, there is no evidence for the above in the UK context, as there is a clear difference in the lifestyle afforded by the respective economies. Research by Pool (2000) and Allen (2003) revealed that culture has a positive impact in terms of decreasing the stress factors associated with the role, leading to increased job satisfaction, commitment to work and improved performance. Moreover, the study by Nair and Sommerville (2017) argued that job satisfaction differs among employees with respect to gender in the context of the Indian IT sector. It revealed that females enjoy increased levels of job satisfaction when compared to males. Similarly, Bhalla and Nazneen (2013) concluded that retail sector employees have moderate levels of job satisfaction, and

males and females alike have the same level of job satisfaction. But there is no conclusive evidence related to gender in the UK IT sector.

Moreover, the study by Tsai (2011) found that organisational culture is significantly positively connected with the behaviour of leaders, and that leadership behaviour is in turn linked to job satisfaction. However, organisational culture can be divided into two categories, the first connected with managers and leaders, and the second connected with employees. Interestingly, these two cultures have a significant positive relationship to job satisfaction.

Research suggested that organisational culture is the basis for the employees to develop a better understanding of behaviour within the organisation (Fraser et al., 2002). Furthermore, Harris and Mossholder (1996) concluded that organisational culture is the main factor from which all elements of human resources develop. Wallach (1983) researched about employee's job performance and its results revealed that the job satisfaction and involvement of them depends on the fit between their characteristics and organisational culture. A bureaucratic culture neither increases nor decreases levels of employee commitment and job satisfaction (Odom et al., 1990). Research into organisational culture, job satisfaction and commitment towards work revealed that employee job satisfaction and commitment are negatively impacted by a bureaucratic culture. Moreover, Silverthorne (2004) suggested that job satisfaction is affected by the supportive culture of the organisation, innovative organisational culture and the bureaucratic culture of the organisation. However, Huang and Wu (2000) considered job satisfaction of employees to be impacted by management control and the professionalism of the organisational culture. Interestingly, research undertaken by Lund (2003) suggested that if the relationship between organisational culture and job satisfaction is stronger, it characterises a strong organisational culture, and vice versa.

Locke (1976) describes job satisfaction as the positive emotional level from one's job experiences. The present study has utilised the Job Satisfaction Survey (JSS) by Spector (1985), which contains a nine-factor scale by which to measure employees' attitude towards their jobs (Liu et al., 2004). This scale contains pay, promotional opportunities, supervision, fringe benefits, operating procedures, contingent rewards, co-workers, the nature of work and communication.

Previous research has confirmed that job satisfaction is a different phenomenon which is connected with the different factors within the organisation such as structure, size, salary, working conditions and leadership, all of which constitutes the organisational climate and culture (Boyens, 1985). Moreover, research related to organisational culture and job satisfaction revealed that better working conditions improve the organisational culture and

lead to increased job satisfaction among employees (Hellreigel and Slocum, 1974; Schneider and Synder, 1975). Research by Djoemadi et al. (2019) also suggests that better work conditions improve employee engagement, in the sense that work security, work comfort, stress levels, working hours, and management policies helps employees to engage with their role. Moreover, the study by Al-Shammari and Al-Am (2018) concluded that supervision was the most dominant dimension of job satisfaction. Schneider and Reichers (1983) suggested the existence of a relationship between organisational climate and job satisfaction for workers at certain levels within the organisation, as well as a relationship between satisfaction and turnover. Moreover, Robbins (1993: 6) and Hutcheson (1996) studied the factors in job satisfaction within an organisation, concluding that job satisfaction is an outcome of organisational culture. Furthermore, employees feel differently about their job depending on the job level. However, research by Koustelios (1991) revealed that levels of job satisfaction differ with respect to distinct organisational cultures. Therefore, it is important to consider the levels of job structure within contrasting economies; how organisational culture affects job satisfaction depends upon the management levels within these two economies. Additionally, employees at different levels of the organisation are impacted by different job factors (Kline and Boyd, 1994). Research by Sharma (2017) suggests that the organisational culture of the Indian IT sector values fairness, growth opportunities, job enthusiasm and good reputation of the organisation, which affect the job satisfaction of the employees.

A number of research papers have been written which exposed the relationship between organisational culture and job satisfaction (Jiang and Klen, 1999; Mckinnon et al., 2003; Navaie-Waliser et al., 2004; Mohammad Mosadegh Rad and Hossein Yarmohammadian, 2006; Arnold and Spell, 2006; Chang and Lee, 2007; Mansoor and Tayib, 2010). However, research by Sempane et al. (2002) concluded that an important relationship between organisational culture and different factors in job satisfaction exists. Given these facts, the following research hypotheses have been formulated:

H1: There is a significant difference between organisational culture and job satisfaction in the IT sectors of contrasting economies.

H2: Organisational culture affects the levels of job satisfaction of males and females differently in the IT sectors of contrasting economies.

H3: Organisational culture does not affect the levels of job satisfaction of middle- and lower-level employees differently in the IT sectors of contrasting economies.

2. Methodology

This cross-sectional study falls under a positivist paradigm while following a positivist philosophy. The positivist paradigm analyses data in a quantitative manner so that it follows a deductive approach (Sekaran and Bougie, 2010: 5) to discover more about the trends in contrasting economies in the IT sector. The responses were collected by the HR department via email to seek consent using purposive, convenience and snowball sampling techniques. The convenience sampling method was used to ensure the participants responded at their own convenience. The rationale for using purposive sampling is to find out the particular aspects of a set of properties (Louangrath, 2013). Also, the snowball sampling method was used to obtain additional referrals from respondents and thus generate more interview participants. After receiving their approval, responses gathered through the circulation of a survey questionnaire based on a five-point Likert scale (1=Strongly Disagree to 5=Strongly Agree) which covered the middle and lower levels of employees working within the organisation in both contrasting economies. The survey began in India then carried over to the UK. There were total of 23 questions ranging from demographic information to organisational culture and job satisfaction. For the purposes of eliminating ambiguity, questions were formulated in a clear manner and in English. A pilot study was carried out before administering the questionnaire to respondents and HR were asked to circulate the Google Docs survey link. The response rate was 70%. As per the Denison culture model, a minimum of 250 responses from the representative population is required to carry out the study (Denison, 1990). The researcher used the Denison culture model (Denison, 1990) to measure organisational culture and Spector's (1994) Job Satisfaction Survey (JSS) to measure job satisfaction. The data was analysed using SPSS 23.0 and the Shapiro-Wilk test did not reflect the normality of the distribution of data when the sample size is more than 300, so we used normal Q-Q plots, histograms and stem-and-leaf graphs to consider the normality of the data of managerial levels within the organisation (Haque et al., 2017). In other words, the present data is normally distributed, so we opted to use a parametric test instead of a non-parametric test. Moreover, an independent t-test and correlation are considered to be suitable for measuring the statistical significance. Thus, we used an independent t-test as well as Pearson's correlation (parametric) over Spearman's correlation (non-parametric) to measure the variables of interest. Additionally, a funnel approach was carried out to conclude the findings pertaining to the variables. To ensure reliability, credibility and validity, the researcher used the "triangulation approach." Cronbach's alpha of 0.75 showed the internal consistency of the items on the scale. Moreover, a demographic check was carried out with the HR department to make sure that the right participants were being approached. This was also to

make sure that participation was voluntary and that participants could leave anytime during the process. Additionally, confidentiality was maintained during the research.

3. Findings and Discussion

Table 1. Demographic information

	India		UK		Overall	
Gender	Male	Female	Male	Female	Male	Female
	49.2 %	50.8%	52.6%	47.4%	55.6%	44.4%
Age	20 to 30 years		31 to 40 years		20 to 30 years	
	40.6%		33.5%		55.2%	
Experience	1 to 3 years		4 to 7 years		4 to 7 years	
	44.6%		51.2%		56.7%	

Source: Own elaboration

The study revealed that male participation outweighs female participation in the ratio of 55.6% to 44.4%. However, the study of Indian organisations in terms of gender shows that there is an equal ratio of males to females (49.2% to 50.8%) whereas the UK organisations feature more male participation than female (52.6% to 47.4%). The demographics revealed that Indian organisations have relatively younger employees aged between 20 and 30 years when compared to UK organisations, of whom the largest group of employees was composed of those aged between 31 and 40 years. However, when the findings from both countries were combined, the majority of employees are relatively young, aged between 20 and 30 years. When considering years of experience, the largest percentage of employees overall had between four and seven years' experience.

Table 2. Relationship between organisational culture and job satisfaction in contrasting economies

Correlation variables	Pearson correlation	Sig value	Results	Interpretation
Organisational culture and job satisfaction in India	0.532**	0.000	P<α	***
Organisational culture and job satisfaction in the UK	0.476**	0.582	P>α	No significance

* Correlation is significant at the 0.05 level (2-tailed).

Source: Own elaboration

From the above correlation analysis, it is evident that there is a significant relationship between organisational culture and job satisfaction in Indian IT companies ($p<\alpha$ 0.000). However, it was revealed that 53.2% of the variation in job satisfaction is due to organisational culture. Moreover, it shows that there is no statistically significant relationship between organisational culture and job satisfaction in UK IT companies ($p>\alpha$, 0.582). The results indicated that 48% of variation in job satisfaction is due to the organisational culture of the UK IT companies. From this analysis, it is evident that there is a significant difference in the relationship between organisational culture and job satisfaction of Indian and UK IT companies respectively. Therefore, we do not reject the hypothesis H1.

From the analysis, it may be concluded that job satisfaction in Indian IT companies is affected by the organisational culture prevailing within the organisation, whereas job satisfaction in UK IT companies is not affected in the same way. From this, we may extrapolate that job satisfaction does not have any kind of direct impact on the organisational culture of the UK IT industry. Therefore, the level of job satisfaction in the UK IT companies must be affected by other factors, which require further research. Conversely, organisational culture in Indian IT companies does have an impact on job satisfaction. Therefore, Indian IT companies need to concentrate more on their organisational culture to improve the job satisfaction of their employees.

Table 3. t-test results for hypothesis

Hypothesis	Differentiator	N	Mean	Df	t stat	P(T=t) Two tail	Decision
H2: Organisational culture affects the levels of job satisfaction of males and females differently in the IT sectors of contrasting economies.	Male	273	0.5288	450	1.81	0.0822	Do not reject
	Female	177	0.3127				
H3: Organisational culture does not affect the levels of job satisfaction of middle- and lower-level employees differently in the IT sectors of contrasting economies.	Lower level	289	0.5123	450	8.79	0.0095	Do not reject
	Middle level	161	0.3127				

From the above statistical analysis, it is evident that organisational culture affects the job satisfaction of males and females differently in the IT sector of both economies. The results indicated that the organisational culture prevailing within the organisation impacts the job satisfaction levels of males and females differently (P>α, 0.0822). Since the P value is greater than the α value, we cannot reject the hypothesis H2.

With regards to management levels, it can be seen that organisational culture affects the job satisfaction of middle- and lower-level of employees in the IT sectors of both countries. The statistical analysis shows that the job satisfaction of lower-level and middle-level employees are not differently impacted by organisational culture (P>α, 0.0095). Since the P value is greater than the α value, we cannot reject the hypothesis H3.

From the study, it is evident that in India the bureaucratic culture within the organisation affects job satisfaction levels, so there is a clear relationship between organisational culture and job satisfaction in the Indian IT sector. This study therefore supports the research by Odom, Box and Dunn (1990). Job satisfaction in the Indian IT sector depends on the typology of the culture of the organisation. Hence, this research supports the study of Lund (2013), as well as the study by Nair and Sommerville (2017). The present study also supports research by Pool (2000) and Allen (2003) with regard to the Indian IT sector. In terms of gender, the present study supports research by Nair and Sommerville (2017) as organisational culture affects job satisfaction differently among males and females. The present research does not support the study by Bhalla and Nazneen (2013), as males and females have different levels of job satisfaction across contrasting economies. Moreover, the study by Tsai (2011) is not supported by the present research, as organisational culture does not affect the job satisfaction of lower-level and middle-level employees of the contrasting economies. The study supports research by Silverthorne (2004) as much as the job satisfaction of the employees is affected by the supportive culture of the UK IT companies, in which there is no existence of a bureaucratic culture. In both economies, job satisfaction is influenced by management control and the professionalism of its organisational culture. The study also supports research by Faizan et al (2019) as gender plays an important role in enhancing the culture of the organisation, establishing social and cultural norms and attributes within the organisation.

It can also be concluded that the relationship between organisational culture and job satisfaction is stronger in India, which demonstrates a strong organisational culture. Job

satisfaction in both economies has been influenced by different factors such as structure, size, salary, working conditions and leadership. However, better working conditions improve organisational culture and thus lead to higher levels of job satisfaction amongst employees. Moreover, employees in both economies feel differently about their job depending upon their level of employment. Also, the level of job satisfaction differs according to the different organisational cultures in the contrasting economies. Lower- and middle-level employees within the contrasting economies are not differently impacted by such factors.

Conclusions

The present research concluded that organisational culture does have an impact on the job satisfaction levels of employees in the Indian IT sector, whereas there is no such impact when it comes to IT employees in the UK. Also, it can be concluded that organisational culture differently affects the job satisfaction of males and females in the IT sector of both economies. With regards to management levels, it can be seen that organisational culture does affect the job satisfaction of middle- and lower-level employees in the IT sectors of both countries. Although several studies have revealed that organisational culture does not affect the levels of job satisfaction of middle- and lower-level employees within the IT sector, this does not seem applicable to the Indian and UK IT industries. Additionally, in the UK, organisational culture within the IT sector does not have any impact on job satisfaction levels; from this it can be concluded that organisational culture in the UK IT sector supports employees better, resulting in higher levels of job satisfaction. There is no hierarchical organisational culture in the UK IT sector, therefore employees are more satisfied. When considering the organisational culture prevalent within the Indian IT sector, there is a hierarchical structure; they need to place greater emphasis on mission, adaptability, consistency and involvement to create a better organisational culture as mentioned in the Denison model (Denison, 1990). Furthermore, IT organisations in both countries need to work on developing greater flexibility in operations (Faizan et al., 2018).

In terms of gender, organisational culture affects the job satisfaction of males and females differently. Hence, males and females have different levels of job satisfaction with respect to the organisational culture. This is similar in the case of both the Indian and UK IT sectors. Apart from gender, when considering management levels, organisational culture does affect the level of job satisfaction of both middle- and lower-level employees in both economies. Therefore, it is essential to have a better organisational culture within the

organisation, especially with respect to the Indian IT sector. The bureaucratic style of organisational culture needs to be eliminated from the Indian IT sector, and organisations need to place greater emphasis on employee participation and decision-making skill. By doing so, the organisation can increase job satisfaction among its employees, leading to higher levels of retention.

The main implication of this study in terms of management is that the research focuses on the relationship between organisational culture and job satisfaction which will help the senior management in both the Indian and UK IT sectors to improve the culture within their organisations. As stated in section 3, it is evident that levels of job satisfaction across both gender ($P>\alpha$, 0.0822) and level of management ($P>\alpha$, 0.0958) are affected by organisational culture. The results of the study may assist management in considering their organisational culture more carefully, as well as make them aware that they need to avoid a more bureaucratic culture should it be prevalent within the organisation. This may also help upper management in terms of improving retention of employees. It also helps to improve the efficiency of the employees, their commitment, involvement and empowerment (Gifford et al., 2002). Furthermore, supervisory support is highly connected with retention in the IT sector, which can be achieved through policies and procedures relating to work-life balance (Nair et al., 2017).

The present research also points the HR functioning to some extend that the results recommends to revise the present culture within the organisations which helps both male and female employees, as well as lower- and middle-level employees, to achieve a greater degree of job satisfaction. It is evident from section 3 that HR departments need to consider the different aspects of organisational culture such as mission, adaptability and involvement. Revising organisational culture could increase the commitment levels of employees, thus leading to higher levels of staff retention and of course lower levels of turnover and the associated recruitment costs.

The research has significant impact on the theoretical side as it contributes to the literature on how organisational culture impacts the job satisfaction levels of the Indian as well as the UK IT sector by considering gender and management levels through incorporating Denison's cultural model (1990) of organisational culture.

There are different limitations inherent in this research, yet these limitations can act as the platform for future researchers to further explore this issue. The main limitation of the present study is the time horizon, as this study focuses on the responses given in one time frame. Future researchers can explore the study with variations in different time intervals.

Furthermore, the study has focused on numerical aspects without considering a qualitative analysis. Further researchers can explore the study by incorporating interviews to explore the variables of interest.

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Sree Lekshmi Sreekumaran Nair is currently working on a Doctorate of Business Administration (DBA) from the University of Wales Trinity Saint David (London Campus), UK. Her doctoral thesis investigates the impact of organisational culture on occupational stress: the role of job satisfaction in the IT industries in India and the UK. She holds a double master's degree from the University of Wales, UK and the University of Kerala, India. Her specialisation includes Human Resource Management and Operations Management. ORCID no. 0000-0002-6977-3904.

John Aston holds six degrees and professional qualifications in Finance, Management and Theology. He is also a double-qualified accountant. In his career in local government and private practice, he holds the position of Director of Public Sector and an Assistant of the Chartered Institute of Public Finance and Accountancy. In his academic career he has taught at the University of London, Brunel University, UCL, SOAS, Reading University, University of Wales TSD, Henley Business School and University of Warwick. He has taught executives from some of the world's largest companies, including IBM, DHL and Inter-Continental Hotels. ORCID no. 0000-0002-8440-2917.

Professor Eugene Kozlovski is Director of Studies (DBA) at UWTSD-London. He is also Professor of Management at SMC University (Switzerland), the EU Jean Monnet Visiting Professor at the Academy of Labour and Social Relations (Ukraine), and holds professorships and affiliations with a number of leading international universities and business schools. In addition to his academic activities, he is Founder and Managing Director of an EU-based management and policy consultancy with clients ranging from Intel to the Bank of Ghana and government authorities. Previously, he directed large-scale multinational projects in the EU IST Consortium, where he was responsible for managing the joint efforts of Alcatel-Lucent (USA and Netherlands units), Telefonica (Spain), Portugal Telecom and other top-tier telemedia and technology companies, and for coordinating their deliverables and strategic reports to the European Commission. On top of that, he led major global R&D programmes, and in 2006-10 he was Programme Director for e-Business at the University of Liverpool Management School. ORCID no. 0000-0003-3062-1791.