Project Dissertation

THE IMPACT OF ORGANISATIONAL CULTURE ON JOB SATISFACTION, ORGANISATIONAL COMMITMENT AND TURNOVER INTENTION: A STUDY IN THE INDIAN CONTEXT

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CERTIFICATE FROM THE INSTITUTION

This is to certify that the dissertation titled "The Impact of Organisational Culture on Job Satisfaction, Organisational Commitment and Turnover Intention: A Study in the Indian Context", is a bonafide work carried out by Mehak Ahuja of MBA 2013-15 and submitted to Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide   Signature of Head (DSM)

                                                                  Seal of Head

Place: Delhi
Date: 01/05/2015

DECLARATION

I, Mehak Ahuja, student of MBA 2013-15 of Delhi School of Management, Delhi Technological University, Bawana Road, Delhi-42 declare that the dissertation on "THE IMPACT OF ORGANISATIONAL CULTURE ON JOB SATISFACTION, ORGANISATIONAL COMMITMENT & TURNOVER INTENTION: A STUDY IN THE INDIAN CONTEXT" submitted in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration is the original work conducted by me.

The information and data provided in the dissertation is authentic and original in regard to the best of my knowledge. This dissertation report is not being submitted to any other institute, college or university for obtainment of award of any other Degree or a similar concern.

Place: Delhi   Mehak Ahuja
Date: 01/05/2015

ACKNOWLEDGEMENT

The opportunity provided by my college, **Delhi School of Management**, was a great chance for learning and knowledge enhancement. Therefore, I consider myself as a very lucky individual as I was provided with an opportunity to conduct such a research.

I am using this opportunity to express my deepest gratitude and special thanks to **Dr. Shikha N. Khera,** who in spite of being extraordinarily busy with her duties, took time out to hear, guide and keep me on the correct path and allowing me to carry out my project under her guidance. I express my deepest thanks to **Mr. Sahil Malik,** for taking part in useful decisions & giving necessary advices and guidance throughout the research to make things easier. I choose this moment to acknowledge his contribution gratefully.

It is my radiant sentiment to place on record my best regards, deepest sense of gratitude to **Dr. P. K. Suri,** for his careful and precious guidance throughout the academic curriculum which was extremely valuable for all my academic as well as non-academic endeavours. I also take the privilege to acknowledge the valuable contributions other **faculty members of DSM** have made which has directly or indirectly helped me in completion of the research.

I perceive this opportunity as a big milestone in my career development. I will strive to use gained skills and knowledge in the best possible way, and I will continue to work on their improvement, in order to attain desired career objectives.

Sincerely,
Mehak Ahuja
Place: Delhi
Date: 01/05/2015

EXECUTIVE SUMMARY

The dissertation aims to examine the impact of an organisation's culture types (clan, adhocracy, market and hierarchy) over satisfaction with the job, commitment with the organisation and employee's intention to quit in the Indian context.

The major objectives of this dissertation are:

I.   To evaluate the application of Competing Value Framework developed by Quinn and Rohrbaugh's in an Indian context.
II.   To find out dominant culture type in prevalent in companies operating in India
III. To identify the presence and degree of any influence of organisational culture on job satisfaction and organisational commitment among employees of companies operating in India.
IV.   To identify the presence and degree of any influence of organisational commitment and job satisfaction on turnover intention among employees of companies operating in India.
V.   To identify the presence and extent of mediation of job satisfaction and organisational commitment between organisation culture and turnover intention among employees of companies operating in India.

The data for the dissertation was gathered through questionnaires whose responses were obtained from 146 employees that were categorized into three different types of companies: (1) Indian Government owned; (2) Indian Private owned; and (3) Foreign owned. The data was obtained from the organisations present in Delhi, the capital city of India. Then it was finally analysed using Statistical Package for the Social Sciences (SPSS) by the use of correlation and regression analysis.

The results depicted that Competing Values Framework(CVF) which is developed by Cameron and Quinn of organisation's culture was apt to be used in the Indian context.

Secondly, the most prevalent type of culture was market type in companies in India. Thirdly, clan and adhocracy culture types were positively related to job satisfaction and market and hierarchy culture types were negatively related to job satisfaction. It was found that all the cultures except market culture were positively related to organisational commitment. Lastly, the employee's satisfaction with job and their commitment mediate the link among types of organisation's culture and intention to quit or the turnover intention. The only exception happened with market culture in which no mediating link was found and in hierarchy culture in which job satisfaction didn't mediate the relationship between hierarchy culture and the intention to quit.

The finding from this study provides scholars, and practitioners with valuable information. This research dissertation contributes to organisational culture theory by revalidating the relationships established between organisation culture, job satisfaction, organisation commitment and turnover intention in western contexts. It also investigates the mediating role of job satisfaction and organisational commitment between organisational culture and turnover intention. The implications from this study for further research are also discussed.

CONTENTS

CHAPTER 01: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

The concept of organisational culture has invited huge amount of attention from people all the world as many companies in the west reported their failure. Through various investigations and studies done later on to investigate this cause of failure it was found that an organisation's culture was one of the major factor that lead to the failure the US firms. On the other hand, it was organisational culture itself which led to success of many firms. Apart from the effects that organisational culture has on the organisation's success and failure, its impact on the behaviour of the employees is also proved in many studies. Many researchers have also displayed the effect of organisation's culture on employee's job satisfaction and their commitment.

Organisational culture research practitioners have elaborated these researches all over the world by evaluating behaviours from different cultural sides. While both organisations and researchers have gained from the researches related to cross cultural practices, this branch of study has been limited in Asian countries(Chen & Francesco, 2000; Viswesvaran & Deshpande, 1996).

The applicability of the studies, frameworks and theories framed in western countries to evaluate and study the occurrences of the phenomena in other Asian countries has been the most challenging part in international management. Taking into account the problems linked with the application of studies, framework and concepts in a different cultural background, the study aims to address this problem by evaluating the impact of organisational culture on job satisfaction and organisational commitment in India.

1.2 AIMS OF THE STUDY

The ultimate purpose of conducting this research is to check the applicability of Competing Value framework developed by Quinn and Rohrbaugh in an Indian context.

The second agenda is to check the mediating role of job satisfaction and organisational commitment in the relationship between organisational culture and turnover intention.

1.2.1 Objectives of the Research

After dividing the larger aim of the research into smaller parts, following objectives have been specified for the research purpose:

1. To evaluate the application of Competing Value Framework developed by Quinn and Rohrbaugh's in an Indian context.
2. To find out dominant culture type in prevalent in companies operating in India
3. To identify the presence and degree of any influence of organisational culture on job satisfaction and organisational commitment among employees of companies operating in India.
4. To identify the presence and degree of any influence of organisational commitment and job satisfaction on turnover intention among employees of companies operating in India.
5. To identify the presence and extent of mediation of job satisfaction and organisational commitment between organisation culture and turnover intention among employees of companies operating in India.

1.3 PURPOSE OF THE STUDY

The study is purposed to help scholars and researchers in understanding the subject of organisational culture along with its influence on job satisfaction, employee's organisational commitment and their turnover intention.

Analysing and studying the role that organisational culture plays in an organisation can assist managers and organisations to understand what factors are important and should be maintained in an organisation to keep employees satisfied and committed to the organisation.

The inferences derived from the study will also assist organisations to decrease their employees' turnover. Given the importance for companies to understands the importance of organisational culture on different employee linked variables, this study will also provide the basis to companies to build an culture which lead to high levels of job satisfaction and organisational commitment.

1.4 SOME IMPORTANT TERMS

The below mentioned definitions are a precursor to understand the research.

I. *Culture*: **"**The belief systems and value orientations that influence customs, norms, practices, and social institutions, including psychological processes (language, care taking practices, media, educational systems) and organisations (media, educational systems)" (American Publishing Association, 2002).

II. *Organisational Culture*: "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organisation as the correct way to perceive, think, and feel in relation to those problems" (Schein, 1992)

III. *Job satisfaction*: "An attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them" (Sector, 2003).

IV. *Organisational commitment*: "A multidimensional psychological state that characterises the employee's relationship with the organisation and has implications for the decision to continue membership in the organisation" (Allen and Meyer, 1997)

V. *Turnover intention*: "The intention to voluntarily change companies or to leave the labour market altogether" (Birgit & Karin, 2007).

1.5 STRUCTURE OF THE DISSERTATION

The study analyses the influence of organisational culture on job satisfaction, organisational commitment and turnover intention in the context of India.

In Chapter 1, the ultimate aim of the study and the linked objectives of the dissertation have been described and the potential uses of the study be scholars and managers are discussed. Key definitions of the variables used in the study are presented. Chapter 2 provides the background context to form the basis of this study. It describes the research context of the dissertation and studies the impact of nation's culture on behaviour of employees in an organisation.

Chapter 3 addresses a study of the researches and data in the field of organisational culture, job satisfaction, organisational commitment and turnover intention. This chapter tries to define all the key constructs in detail as well as it provides the frameworks and the assessment tools developed by various scholars to be used in the study. Chapter 4 contains the research design used in the study as well as the research methodology used in conducting the research. It also provides the conceptual framework to form the basis of the dissertation and the various hypotheses to be tested in the study.

In Chapter 5 the preparation of data is discussed. It seeks to establish the validity and reliability of the constructs used in the dissertation using exploratory factor analysis (EFA). In Chapter 6, the conclusions derived from the statistical analyses are discussed and the hypotheses are checked for their validity.

Chapter 7 reveals the findings obtained in the dissertation. It discusses all the results obtained in an Indian context to identify the potential reasons for the results and the degree to which follow the empirical findings which are already into existence.

At last, Chapter 8 summarizes all the findings of the dissertation. It also lays down the limitations and the recommendations of the dissertation.

CHAPTER 02: BACKGROUND OF THE STUDY

2.1 INTRODUCTION

This study investigates the relationship of an organisation's culture, its employee's job satisfaction, their commitment to the organisation and their intention to quit in the Indian context. This chapter provides an overview of India's background as well as Hofstede's model of national culture with its construct's values for India is presented.

2.2 INDIA

India, officially the Republic of India is a country in South Asia. It is the largest country by area, the second-most populous country with over 1.2 billion people, and the most populous democracy in the world. Bounded by the Indian Ocean on the south, the Arabian Sea on the south-west, and the Bay of Bengal on the south-east, it shares land borders with Pakistan to the west; China, Nepal, and Bhutan to the north-east; and Burma and Bangladesh to the east. In the Indian Ocean, India is in the vicinity of Sri Lanka and the Maldives; in addition, India's Andaman and Nicobar Islands share a maritime border with Thailand and Indonesia.

Home to the ancient Indus Valley Civilisation and a region of historic trade routes and vast empires, the Indian subcontinent was identified with its commercial and cultural wealth for much of its long history. Four religions—Hinduism, Buddhism, Jainism, and Sikhism—originated here, where as Zoroastrianism and the abrahamic religions of Judaism, Christianity, and Islam arrived in the 1st millennium CE and also helped shape the region's diverse culture. Gradually annexed by and brought under the administration of the British East India Company from the early 18th century and administered directly by the United Kingdom after the Indian Rebellion of 1857, India became an independent nation in 1947 after a struggle for independence that was marked by non-violent resistance led by Mahatma Gandhi.

The Indian economy is the world's tenth-largest by nominal GDP and third-largest by purchasing power parity (PPP). Following market-based economic reforms in 1991, India became one of the fastest-growing major economies; it is considered a newly industrialised country. However, it continues to face the challenges of poverty, corruption, malnutrition, inadequate public healthcare, and terrorism. A nuclear weapons state and a regional power, it has the third-largest standing army in the world and ranks ninth in military expenditure among nations. India is a federal constitutional republic governed under a parliamentary system consisting of 29 states and 7 union territories. India is a pluralistic, multilingual, and a multi-ethnic society. It is also home to a diversity of wildlife in a variety of protected habitats.

2.2.1 Demographics

With 1,210,193,422 residents reported in the 2011 provisional census report, India is the world's second-most populous country. Its population grew by 17.64% during 2001–2011, compared to 21.54% growth in the previous decade (1991–2001). The human sex ratio, according to the 2011 census, is 940 females per 1,000 males. The median age was 24.9 in the 2001 census. The first post-colonial census, conducted in 1951, counted 361.1 million people. Medical advances made in the last 50 years as well as increased agricultural productivity brought about by the "Green Revolution" have caused India's population to grow rapidly.

India continues to face several public health-related challenges. Life expectancy in India is at 68 years with life expectancy for women being 69.6 years and for men being 67.3. There are around 50 physicians per 100,000 Indians. The number of Indians living in urban areas has grown by 31.2% between 1991 and 2001. Yet, in 2001, over 70% lived in rural areas. The level of urbanization increased from 27.81% in 2001 Census to 31.16% in 2011 Census. The slowing down of the overall growth rate of population was due to the sharp decline in the growth rate in rural areas since 1991. According to the 2011 census, there are 53 million-plus cities in India; among

them Mumbai, Delhi, Bangalore, Hyderabad, Chennai, Ahmedabad, Pune and Kolkata are in order of the most populous metropolitan areas.

The literacy rate in 2011 was 74.04%: 65.46% among females and 82.14% among males. The rural urban literacy gap which was 21.2 percentage points in 2001, dropped to 16.1 percentage points in 2011. The improvement in literacy rate in rural area is two times that in urban areas. The 2001 census reported that Hinduism, with over 800 million adherents, was the largest religion in India; it's followed by Islam (13.4%), Christianity (2.3%), Sikhism (1.9%), Buddhism (0.8%), Jainism (0.4%) , Judaism, Zoroastrianism, and the Bahá'í Faith. India has the world's largest Hindu, Sikh, Jain, Zoroastrian, and Bahá'í populations, and has the third-largest Muslim population and the largest Muslim population for a non-Muslim majority country.

2.3 THE HOFSTEDE'S MODEL OF NATIONAL CULTURE

The roots of culture have been derived from the branch of anthropology, which describes the cause of 'how' and 'why' people act in a way they do (Schein, 1992). The term culture has also been explained in numerous other ways relating to the fields of anthropology, psychology, and sociology. But the most prevalent and widely used definition of culture is credited to the name of Hofstede who has defined culture as:

"The collective programming of the mind that distinguishes the members of one group or category of people from another"

Hofstede has described a nation's culture to not be used as a synonym of an organisation's culture. National culture as described by Hofstede refers to the set of values and beliefs, and practices shared by majority of the people belonging to a particular nation. An organisation's culture is a phenomena which is shared by employee's of a particular organisation and is different from other organisation and nation's culture is a phenomena shared by all the residents of a particular country.

Studies carried out cross-culturally have showed that a nation's culture is a major factor which influences work related behaviours, practices and working styles on an individual level (Ashkenazy, 2000). Various studies have also pointed out the impact of a nation's culture on practices of organisations practices in that nation (Smith, Fischer, & Sale, 2001). To take for an example, a research conducted among employees from New Zealand, which belongs to an individualistic culture, and employees from Indonesia, belonging to collectivist culture, Thomas and Poverty (2003) found out that job satisfaction influenced turnover intention in different ways. It influenced New Zealand employees in a greater manner as job related behaviours of collectivist employees can be predicted through the norms, duties, rules and procedures rather than job satisfaction.

Agarwal (1993) conducted a similar study among American employees and Indian employees which belonged to an individualistic and collectivist cultures respectively. He found that the relationship between organisational commitment and job withdrawal was much negatively related in USA than in India because American employees are more motivated by individualistic needs rather than thinking of the group as a whole.

In addition to Hofstede's model of national culture, may other scholars have proposed many models. Some of them include Schwartz's model, Global Leadership and Organisational Behaviour Effectiveness(GLOBE) model, and Inglehart's model.

Many researchers have put GLOBE's model as superior to Hofstede's model of national culture (Shi & Wang, 2011; Sweeney, 2002). But still, Hofstede's work on national culture remains the most cited followed and preferred one. Christopher Earley (2006), a cross cultural organisational psychology expert argued superiority of Hofstede's model over the GLOBE' model which he considers to be too complex.

In the dissertation, Hofstede's model of national culture is used to understand the culture of India because of its wide acceptability and simplicity.

2.3.1 Hofstede's Model of National Culture

Hofstede (2001), conducted a study involving around 1,60,000 IBM employees from 70 countries all over the world. He studied the work related behaviour of these employees along manly 4 dimensions of national culture: power distance, individualism/collectivism, uncertainty avoidance, and masculinity/femininity. In 1991, a fifth dimension named long/short term orientation was included to incorporate the uncertainty avoidance dimension to the Asian culture. The four national culture dimensions relevant to India are presented below:

2.3.1.1   The National Culture Profile of India

Dimensions of National culture	India	Australia	USA
Power Distance	77	36	40
Uncertainty Avoidance	40	51	46
Individualism vs. Collectivism	48	90	91
Masculinity vs. Femininity	56	61	62

Table 2.1: National Culture Values across Cultures

Source: (Geert Hofstede Website)

As the Table 2.1 depicts India is a country that scores high (77) on the dimension of *Power Distance.* This value of power distance represents that people in India view inequality as an uncontrollable facet of life. People who score high on this dimension tend to obey the orders of their seniors as they consider them as very powerful and influential. There is a huge dependency by the subordinates on their supervisor and they tend to follow their instructions. Countries, like Australia and America which have considerably low power distance score are the once where people consider that

everyone has equal power and there is no need for taking orders. People follow and do what they think is right instead of consulting their seniors.

On the U*ncertainty Avoidance dimension,* India is a country where people tend to desire of formal rules and regulations to avoid uncertain and ambiguous situations. People belonging to a high score on this dimension tend to be very sure about their future and try to invest in schemes and policies that protect and insure their future. As opposite to India, Australians and Americans score relatively lower on uncertainty avoidance dimension which reflects that they accept change and risks more comfortably than in their counterparts in India.

On *Individualism vs. Collectivism* dimension, countries like India, Pakistan, and Japan score lower which reflects the collectivist nature of the society. People in such countries give huge emphasis on group dynamics and together rather than thinking about personal benefits. These people value relationships, teams and social group's more than individual needs and personal goals. They are a team player rather than an individualistic worker. On the flip side of the coin are Australians and Americans who value about personal achievements and laurels that an individual can bring to himself rather than playing in the team and working for the society.

The fourth and last dimension is the *Masculinity vs. Femininity* dimension. Masculinity can be linked with societies which give over importance to gender based differentiation. They consider men to be associated with while women to be associated with household chores and children. Women are considered to be unfit for doing jobs and are pre-casted into an image of caring, nurturing and homely life. Men in these societies are considered to be bold, strong, and protective. They are the ones who should put their foot outside the home and earn sufficient for the family. India, in this dimension is placed at a neutral position which a touch of both masculinity as well as femininity.

CHAPTER 03: LITERATURE REVIEW

Literature review in any research forms the basis of the study. This chapter on literature review is presented to provide an overview of the various concepts used in the study. It contains a general brief about organisational culture which is followed by discussion about the competing value framework. The important constructs of the dissertation which are job satisfaction, organisational commitment and intention to quit are also discussed.

3.1   ORGANISATIONAL CULTURE

The term of organisational culture has received huge amount of significance in the late 1980s. However, the term organisational climate had been used quite commonly years before that. The terms *climate* and *culture* were used as synonyms in the research industry till the researchers conducted on organisational culture proved organisational culture to be a distinct and a different field of study (Hofstede, 2001). The concept of organisation culture became popular after the release of the books "In Search of Excellence by Peters and Waterman (1984, 2004)", "Corporate Cultures by Deal and Kennedy (1982)", and "*Theory Z* by Ouchi (1981)". These books proved that an organisation's culture not only influences the performance of the organisation but also influence the employee linked variables (Lunenburg & Ornstein, 2011).

Despite of the several studies which showed the importance of organisation culture as an importance influencer in any organisation's success many companies have still been unable to manage this challenging aspect.

Organisational culture plays a major influencing role in any organisation as it form the base on which many of organisation's goals, values, structures, policies, and procedures are based upon. However, organisation culture is no tangible asset which can be found on organisation's documents it is an unsaid, unseen set of feelings,

behaviours and attitudes that people belonging to that organisation hold. (Schein, 1992).

Organisational culture is a distinguishing feature that differentiates an organisation's setting from others (Berson, Oreg, & Dvir, 2008).Hence, the concept of organisation culture has derived huge importance from the research industry and the academicians. It has become vey imperative for the organisation also to completely understand this concept as it has a great bearing on a company's success or failure. This cannot be ignored as it can have huge negative and drastic impacts on the organisation (Cameron & Quinn, 2011).

3.1.1 Defining Organisational Culture

Many researchers and academicians have conducted several studies and have attempted to define the term organisational culture but it is not an easy task. (Hofstede, Neuijen, Ohayv, & Sanders, 1990). The term culture derives its roots form various branches of study including psychology, anthropology, and sociology. So, numerous scholars and academicians in their attempts to define the term have defined the term according to their particular branch of social science.

In the year 1998, Chatman, Polzer, & Barsade have defined organisational culture as "the observable norms and values that characterise an organisation, influences which aspects of its operations and its members become salient and how members perceive and interact with one another, approach decisions, and solve problems". Deshpande and Webster Jr after extensively reviewing hundred's of studies relating to anthropology, sociology and organisational behaviour have defined organisational culture as "the pattern of shared values and beliefs that help individuals understand organizational functioning and thus provide them with the norms for behaviour in the organization".

With regard to organisational culture, Schein's (1992) definition is considered to be a complete and extensive one which most accurately tries to describe the term as "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organisation as the correct way to perceive, think, and feel in relation to those problems".

3.1.2 Organisational Culture's measurement

There are hundreds of definitions for organisational culture and so are the instruments developed to measure it. There have been numerous researches and investigations for measuring organisational culture from various dimensions and perspectives and hence numerous tools and dimensions used to measure it have been proposed.

Hofstede's (1991) has also developed a model to measure organisational culture in which he has distinguished the role of organisational culture at organisational and societal level. Hofstede's model comprises of six key dimensions of organisational culture measurement which include: process-oriented versus results-oriented; employee-oriented versus job oriented; parochial versus professional; open system versus closed system; loose versus tight control; normative versus tight control.

Hofstede's had developed this model on organisational culture based on the studies he carried on societal culture. Societal culture greatly influences the way the Hofstede's model measure organisational culture. But, in his research the main agenda is to understand culture from organisation's perspective without drawing on its relationship between societal culture. Hence, Hofstede's model was ruled out to be used in the research.

Another Model was proposed by Trompenaars and Hampden-Turner (1998) in the book they authored "Riding the Waves of Culture". The literature of the book argues the use of 7 dimensions "universalism versus particularism; communitarianism versus

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individualism; neutral versus emotional; defuse versus specific cultures; achievement versus ascription; human-time relationship; human-nature relationship" However, this research conducted by them is also said to hold societal dimension to organisational culture.

Similarly, numerous other models have been proposed for the study of organisational culture and its measurement. However, the model developed by Quinn and Rohrbaugh which they titled as "Competing Value Framework" is considered most apt and suitable for the research context. The model developed by them aims to measure organisational culture with any influence by societal cultural values which was a major drawback in other organisational culture measurement models. The CVF model aimed to identify the key variables of organisational effectiveness around basically 2 dimensions. The first dimension measured that whether an organisation has an internal focus or it has an external focus. The second dimension used in this framework aims to measure the degree of flexibility and individuality present in an organisation as opposed to stability and control. These two dimensions are plotted cross sectionally among each other to give rise to four types of organisational culture: clan, adhocracy, market, and hierarchy. Taking the work done in Competing Value Framework Cameron and Quinn have developed the Organisational Culture Assessment Instrument (OCAI) instrument for measuring the organisation's culture. The OCAI is a tool which has been tested and empirically validated to measure and find out the dominant culture type in the organisation. The OCAI is studied in further detail in subsequent chapters of this dissertation.

3.1.3 The Competing Values Framework

The CVF, as defined by Quinn & Rohrbaugh, "is a very useful in recognising a wide variety of organisational phenomena ranging from organisational design, organisational quality, stages of life cycle development, roles of human resource managers and leadership roles, theories of effectiveness, and management skills". It is a framework

which is empirically tested, validated by many studies and correctly captures the accurate culture type prevalent in the organisation as tested in many researches.

The framework given by Quinn and Rohrbaugh is itself derived from a study done by Campbell (1977). In his study he analysed the data for organisational effectiveness measurement and came out with thirty nine factors for it. Quinn and Rohrbaugh used the same thirty nine elements as a basis for his model. He used the same variables and performed the statistical analysis of these variables. The result obtained in his analysis were 4 main clusters which grouped these 39 variables into 3 dimensions.

Quinn and Rohrbaugh are following explanation for the dimension:"The first value dimension is organisational focus: from an internal (micro emphasis on the well-being and development of people in the organisation) to an external (macro emphasis on the wellbeing and development of the organisation itself). The second value dimension of organisational structure differentiates between values that focus on flexibility and discretion and those that focus on stability and control. The third dimension is related to organisational means and ends: a concern for means (important processes) versus a concern for ends (final outcomes). Each dimension reflects values that influence criteria used in assessing organisational effectiveness. The combination of the first two value axes, the organisational focus and the organisational structure form four quadrants. These four quadrants represent four of the most common theoretical models of organisational effectiveness: the rational goal model, the internal process model, the human relations model, and the open systems model."

The diagram depicting the framework based on the two dimensions is presented below in figure 3.1.
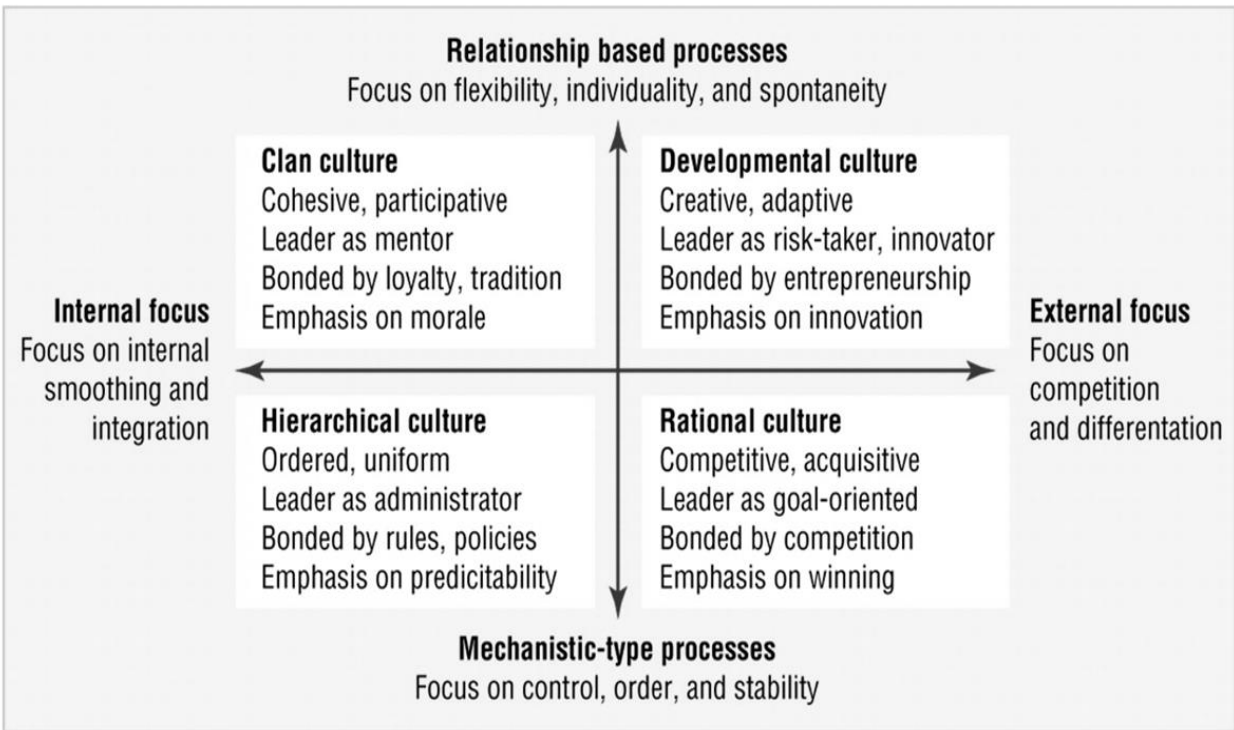
Figure 3.1 Competing Value Framework

Source: (Quinn & Rohrbaugh, 1983)

The term competing value framework was used as it represents the ongoing tensions and the competing values that are present in any organisation. These organisations need to constantly evaluate their organisation's effectiveness with regards to the dynamic and changing external environment.

The significance of this framework to organisations and management is summarised hereby (Smith & Hitt, 2005, p. 310):

"These competing or opposite criteria in each quadrant give rise to one of the most important features of the Competing Values Framework – the presence and necessity of paradox. Cameron (1986), Weick (1976), Peters and Waterman (1984), and Eisenhart and Wescott (1988) all argued that effectiveness is inherently paradoxical. Effective

organizations simultaneously operate in competing quadrants and manifest paradoxical characteristics."

Hence, the framework presented by Quinn and Rouhbaugh is particularly helpful in analysing the 4 culture types as suggested by them in their research. This study gave birth to another research in which a tool was developed to identify prevalent culture type among the four organisational culture types. The tool is named as Organisational culture Assessment instrument (OCAI) which was developed by Cameron & Quinn in the year 2011.

In this dissertation, OCAI is used to find most prevalent the organisational culture of the companies operating in India

3.1.4 The Organisational Culture Assessment Instrument (OCAI)

Organisational culture has a very significant role to play in an organisation's success. Hence, it is really essential to have a tool which is reliable as well as validated to measure organisational culture.

As discussed above, Cameron & Quinn had designed the Organisational culture assessment Instrument to find out the most dominant organisational culture type in the organisation on which this instrument is used. OCAI framework is derived from CVF and uses the same two dimensions to measure the 4 cultural types. The Figure 3.2 depicts the four quadrants depicting the major attributes of competing values in any organisations. The dimensions are based on the focus criteria and integration-differentiation vs. flexibility and stability and control.
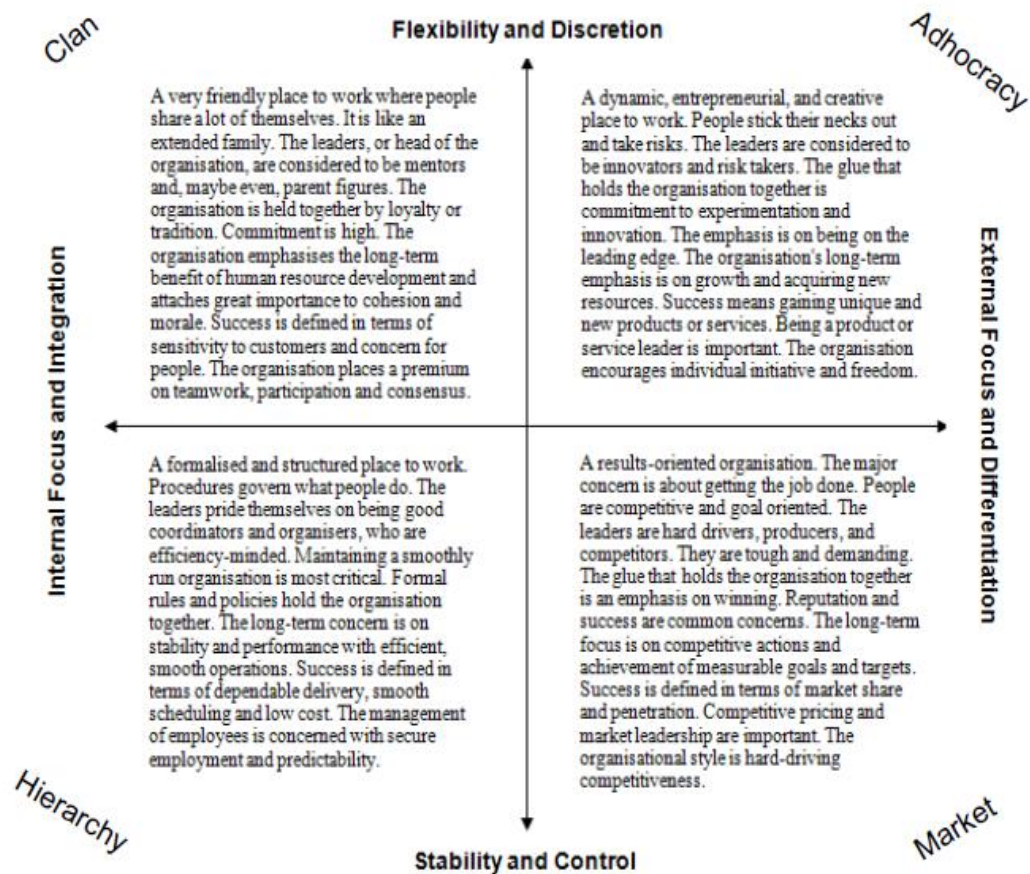
Figure 3.2 OCAI dominant culture types

Source: (Cameron & Quinn, 2011)

The Figure 3.2 depicts the four types of cultures with the clan culture situated on the upper left, the adhocracy present on the upper right, the hierarchy is located on the lower left corner and the last one that is the market culture is on the lower right.

The cultures as described by Cameron and Quinn are presented below:

I. **Hierarchy Culture:** "The hierarchy culture is based on a bureaucratic and official process and values tradition, emphasising stability, teamwork, and agreement. It focuses more on internal than external issues and values steadiness and control over flexibility. The hierarchy culture is characterised by a formalised and structured place of work. Procedures control what employees do and successful leaders are good

coordinators and organisers. Large organisations and government agencies are generally dominated by this type of organisational culture."

II. Clan culture: "The objectives and aims of this type of organisational culture focus on family based structures, and the organisational environment is stable and simple; if changes are to be made they should be kept to a bare minimum. The clan culture is very similar to hierarchy culture."

II. Market Culture: "The term market in the market culture is not the same as the marketing function, but rather refers to an organisation that functions as a market itself. It values steadiness and control, but in addition focuses more on external environments rather than internal issues. This culture is likely to view the external environment as threatening, and searches to recognise threats and opportunities as it looks for competitive advantage and profits. It is characterised by its external orientation and competitive stance. The market culture's main principles are competitiveness and productivity."

III. Adhocracy Culture: "The adhocracy culture focuses on external issues and values flexibility and carefulness rather than looking for stability and control. It is characterised by originality, creativity, risk taking, and entrepreneurial focus. Organisational charts and formal structure are not emphasised or non-existent. Job roles and established physical space are also considered to be flexible. The adhocracy culture is also characterised by a self-motivated, entrepreneurial and creative workplace (Cameron & Quinn, 2011). Software development and aerospace organisations are examples of organisations dominated by this type of culture, where the key challenges they face are manufacturing innovative and original products and/or services and adapting speedily to new opportunities."

These cultures as explained above are the main constructs used in OCAI. OCAI has been well validated and is considered one of the most widely used instrument in finding

the organisational culture type. This instrument comprises of total 24 statements with 6 statements each depicting a particular culture type. Figure 3.2 depicts the features of each cultural type.

3.2   JOB SATISFACTION

Many researchers have found out the influencing role of organisational culture on many aspects of an organisation (Cameron & Freeman, 1991). Literature has sufficient evidences to support that an organisation's culture impacts employee's work-related behaviours. Job satisfaction is found to be one of the key variables that are influenced by organisation culture (MacIntosh & Doherty, 2010).

Job satisfaction has been one of the most researched topics in the field of organisational behaviour. It has been acknowledged as a key variable influencing various facets of an organisation including an employee's productivity, retention and commitment.

The scientific studies carried out by the famous scientist Fedrick Taylor's have shown and proven job satisfaction and motivation to be linked with employee's productivity. Taylor is the father of scientific management has in his researches mentioned about the economic value given to the worker and the productivity link. The Hawthorne study was the next step in the field of Organisational behaviour which through an experiment showed the relationship between the working and the operating environment to employee's satisfaction and productivity (Gaspar, 2006). Many further researches, thereon, have been carried on to explore various facets of job satisfaction and the factors influencing it.

3.2.1 Defining Job Satisfaction

Job satisfaction, similar to organisation culture, is a very complex term to be expressed in a definition. Most generally the term of "satisfaction" is described as "the psychological state of individuals when their needs have been fulfilled." Many

academicians and researchers have tried to define the complex term of job satisfaction. Hence, it is hard to identify one accurate definition to applicable in all the contexts. However, the term has basically evolved around two common focuses.

One set of job satisfaction themes focus on "the conditions that lead to a feeling of happiness or contentment". Hoppock (1935) defined the term job satisfaction as "Any combination of psychological, physiological, and environmental circumstances that cause a person to say, I am satisfied with my job". Porter and Lawler (1968) gave the definition of the term job satisfaction as "the extent to which rewards actually received meet or exceed the received equitable level of rewards. The greater the failure of actual rewards to meet or exceed perceived equable reward, the more dissatisfied a person is considered to be in a given situation". Mumford (1970) has also explained the theory of job satisfaction as "the degree of fit between organisational demands and individual needs, and that the employee's satisfaction with his job and the employer"s satisfaction with his job and with work performance will only be high when this fit is a good one".

The second theme focuses on "the positive emotions or feelings that are related to one's job". Vecchio (1995), focussing on the second theme has defined "job satisfaction is the emotional reaction to work experience". Smith, Kendall, and Hulin relate job satisfaction to "the feelings a worker has about his job which is associated with perceived difference between what is expected as a fair and reasonable return and what is experienced, in relation to the alternatives available in a given situation". Locke (1976) has stated job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one"s job or job experience." At last, Spector (2003) in his research led to the definition of job satisfaction as "an attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them".

3.3   ORGANISATIONAL COMMITMENT

Organisational culture in addition to its influence on the job satisfaction of an employee also impacts the employee's commitment towards the organisation. Organisations focus

on employee's productivity and the profits that the employee is able to generate but many organisations now also tend to focus on the fact that the employee remains committed to the organisation for a longer time. These days many companies place huge investment on the training and development of its employees which is considered to be their investment. In order to maximize their return on investment they want to remain employees committed. Thus, this subject has generated huge amount of interest among the organisations, managers as well as research scholars and academicians.

Therefore, organisational commitment has huge importance in today's world as Mowday(1982) has stated: "researchers from various disciplines ascribed their own meanings to the topic, thereby increasing the difficulty involved in understanding the construct"

Nowadays, with the huge increase in the competition with many companies coming up there is a huge shortage of talent. Now companies tend to attract the competitors employees through various means. Thus, the significance of the term organisation commitment has increased manifolds and extensive researches are being done to find ways to increase it.

3.3.1 Defining Organisational Commitment

In spite of the growing interest the concept of organisational commitment, there has been a lack of consensus on its various definitions (Martin & Roodt, 2008). Scholars have extensively and variably defined, studied and measured organisational commitment which led to criticising the construct for providing inconsistent results and lack of precision (Fenton-O'Creevy, Winfrow, Lydka, & Morris, 1997; Meyer & Allen, 1997).

Morrow (1983) highlighted that the growing interest in researching the concept of organisational commitment has not been accompanied by careful segmentation of commitment's theoretical domain in terms of intended meaning of each concept or the

relationships between themselves. Roodt (2004) suggests that the research into organisational commitment is characterised by concept contamination and concept redundancy. He argues that concept contamination occurs when a variable contains a large proportion of another unrelated variable. Concept redundancy occurs when related variables overlap in meaning in the same concept. O'Reilly and Chatman (1986) also argue that studies of organisational commitment have used different terminologies to describe the same basic concept, such as affective or psychological attachment, attachment to one's investment or "side-bets", loyalty to the organisation, and identification with the organisation's goals and values.

Further confusion has been caused by the variability in approaches to define commitment. Two major approaches have arisen namely: the attitudinal and behavioural (Coopey & Hartley, 1991; Scholl, 1981). For example, Porter, Steers, Mowday and Boulian (1974, p. 604) defined commitment from an attitudinal perspective as "the strength of an individual's identification with and involvement in a particular organization". Following this approach, organisational commitment is characterised by three elements:

a) A strong belief in and acceptance of the organisation's goals and values.

b) A willingness to apply considerable effort on behalf of the organisation.

c) A definite desire to maintain an individual's membership in the organisation.

The behavioural approach to organisational commitment emphasised the notion of costs incurred by an employee associated with leaving the organisation. Using this approach, (Becker, 1960) argues that organisational commitment is based on the accumulation of investments valued by the employee that would be lost if he/she decides to leave the organisation.

In response to the variability and confusion in defining and conceptualising organisational commitment, Meyer and Allen (1991) proposed a three-dimensional model of organisational commitment. Meyer and Allen argued (1997, p. 11) that, "no

definition is more 'correct' or universally accepted than the others. The definitions are different, however, and it can only confuse the issue if we speak of commitment without indicating which definition we are using. Fortunately, the picture is not as confusing as it first appears".

3.3.2 Types of Organisational Commitment

The studies on the term organisational commitment have been very limited.

Meyer and Allen (1984) have discovered 2 sub-types of organisational commitment: affective commitment and continuance commitment. Affective commitment (AC) relates to "positive feelings of identification with, attachment to and involvement in the work organization". The other type, continuance commitment (CC) relates to "the extent which employees feel committed to their organization by virtue of the costs that they feel are associated with leaving" (Meyer & Allen, 1984).Allen and Meyer have also introduced another sub-type of commitment which is normative commitment (NC) (Allen & Meyer, 1990). Normative commitment is related to "the employee's feelings of obligation to remain with the organization" (Allen & Meyer, 1990).

Thus, in totality three sub types of commitment have been propped in majority of the researches carried on related to the term commitment. Hence, this dissertation examines the organisational commitment with regard to other facets of the organisation discussed before which includes organisational culture and job satisfaction. Its relationship with intention to quit or turnover intention is also measured.

In this dissertation we try to use all the 3 sub types of organisational commitment as the sample for the dissertation is taken from companies operating in India who may be committed to the organisations they work in for numerous reasons linked to different types of commitment namely affective commitment, normative commitment and continuance commitment. Hence, the framework given by Meyer an Allen's (1991) for

organisational commitment is used to measure the link between various sub types of commitment.

3.4   EMPLOYEE TURNOVER

The sections above give a brief about organisational culture, employee's job satisfaction and their commitment to the organisation. It is shown in many researches the link between culture of an organisation   and the satisfaction of workers and their commitment. Many studies have also well defined the impact of satisfaction from job and the commitment of employees on their turnover. All these variables form a complex chain with each actor influencing the other.

The topic of turnover like employee commitment has gained huge popularity in the recent time mainly because of the same reason. As more and more companies are coming up there is increased shortage of talent. So, the new companies are trying to lure away the trained assets of well established companies. This benefits them in two ways:

1. They need not spend huge amount of money on employee's training and development as the previous companies have already trained them and made them proficient in their work.

2. They also get t know about the secretive details, client information and other things about their previous companies which can help them in establishing themselves.

The company who loses the employee faces huge amount of costs which may be direct or indirect. Direct costs include the training cost spend on them, the hiring and recruitment of cost of new employees etc. Indirect costs include the lost expertise, the delay in ongoing projects handled by the lost employee due to whom reputation is at stake and the bad name that spreads in the industry when a company's turnover rate increases to an extent that put fingers on the company's working culture.

The type of turnover is also categorised into two types. One is voluntary turnover which is when an employee by his own wish leaves the company for a better career opportunity somewhere or some other persona reason. The second one is involuntary turnover which is when the employer removes that employee from the job mainly because of his incompetency to do that particular work.

Maximum studies that have been carried out tend to focus on voluntary turnover instead of involuntary turnover as it much more of importance for organisations to control (Price, 1977). Karakowsky and McBey (2001) in their researches had identified 4 influencers of turnover which are: (1) individual characteristic factors, (2) external environment factors (pull factors), (3) job performance factors, and (4) work-related attitudes (push factors).

3.4.1 Intention to quit or Turnover Intention

Despite of the numerous studies carried out on turnover and the various direct and direct costs linked with it, still it has been a very unpredictable area. Many researchers have however pointed out that intention to quit is a very good predictor of actual turnover behaviour. Karin and Birgit (2007) have given the following definition for turnover intention "the intention to voluntarily change companies or to leave the labour market altogether". Price and Mueller have also noted that the intention to quit quite efficiently estimates the employee's turnover behaviour. In many cases, intention to quit was shown to be a better measurement than actual turnover. However, it's been pointed out by researchers and is quite obvious a fact too that intention to quit is not equal to actual turnover unless it's put to action. However, a study by Hom, Griffeth, and Gaertner (2000) showed that among many factors of turnover, the turnover intention was a major predictor of turnover.

CHAPTER 04: RESEARCH METHODOLOGY

4.1 INTRODUCTION

The chapter on research methodology describes the philosophy of research used to conduct the research. It includes various hypothesised relationships which need to be tested. It contains the research design used in the dissertation. The chapter concludes by a conceptual framework to guide the dissertation.

Accordingly, the chapter comprises of six main sections: (1) Research philosophy; (2) Hypothesised relationships (3) Method of research; (4) Sampling; (5) Instruments used in Research; (6) Procedures used for Data analysis

4.2 RESEARCH PHILOSOPHY

The research philosophy represents the way in which the research is carried out. It tells the approach using which the researcher precedes with the study. Mainly, there are 2 major categories or way in which most researches are undertaken and which form the basis of many studies. These are positivism and phenomenology.

Positivism is a way of research in which it is assumed that the social world is present externally and the data is collected using objective means with the aim to remove the subjectivity that is present in the mind of researcher at a particular frame of time. These reaches are generally conducted over a period of time with the same research repeated again and again so as to obtain a completely objective and researcher independent results.

On the other hand the approach of phenomology, also referred constructionism represents the flip side of a coin. It assumes that the research conducted is always influenced by the researches subjective interpretations. It says that the researcher while analysing data is not objective but rather puts in his subjective viewpoints. This method

of research is not conducted over a period of time as it assumes that the experiences of an individual always influence his or her interpretations.

In this dissertation, the positivism approach is followed because of limitation in time s well as the resources which were available to complete the research. The current dissertation is limited by a time frame provided that should be strictly adhered to complete it successfully. Hence, a positivism approach is more apt for this dissertation as it is time as well as cost efficient.

4.3   HYPOTHESISED RELATIONSHIPS

The research aims at testing the relationship among organisation's culture, employee's job satisfaction, their organisational commitment and their intention to quit. The following hypotheses were formulated to test the inter-linkages and correlations among the variables:

H1: Positive relation exists between job satisfaction and organisational commitment.

H2: Negative relation exists between job satisfaction and turnover intention.

H3: Negative relation exists between organisational commitment and turnover intention.

H4 (a): Job satisfaction positively relates to organisations dominated by clan type culture.

H4 (b): Job satisfaction positively relates to organisations dominated by adhocracy type culture.

H4(c): Job satisfaction negatively relates to organisations dominated by market type culture.

H4 (d): Job satisfaction negatively relates to organisations dominated by hierarchy type culture.

H5 (a): Organisational commitment positively relates to organisations dominated by clan type culture.

H5 (b): Organisational commitment positively relates to organisations dominated by adhocracy type culture.

H5 (c): Organisational commitment negatively relates to organisations dominated by market type culture.

H5 (d): Organisational commitment negatively relates to organisations dominated by hierarchy type culture.

H6 (a): Job satisfaction acts as a mediator between clan type culture and turnover intention.

H6 (b): Job satisfaction acts as a mediator between adhocracy type culture and turnover intention.

H6(c): Job satisfaction acts as a mediator between market type culture and turnover intention.

H6 (d): Job satisfaction acts as a mediator between hierarchy type culture and turnover intention.

H7 (a): Organisational commitment acts as a mediator between clan type culture and turnover intention.

H7 (b): Organisational commitment acts as a mediator between adhocracy type culture and turnover intention.

H7(c): Organisational commitment acts as a mediator between market type culture and turnover intention.

H7 (d): Organisational commitment acts as a mediator between hierarchy type culture and turnover intention.

The study, through validating the above hypotheses, addresses how organisational culture influences turnover intention through impacting job satisfaction and commitment to the organisation.

4.4   RESEARCH METHODS: QUALITATIVE VS. QUANTITATIVE

Literature review has cited two major techniques of conducting a research. These are qualitative techniques and quantitative techniques.

Qualitative techniques basically use observations, individual interviews as well as focus group interviews to collect the data which is then analysed through observations and interpretations (Zikmund, Babin, Carr, & Griffin, 2010).

Quantitative research techniques are based on numerical analysis of the data. Data collected in quantative researches aims to capture numerical values directly or indirectly which is then statistically analysed using statistical procedures, models and tools available. These types of researches are also generalizable from the sample to the entire population given that the hypothesis is asserted as true.

After analysing both the techniques, it was concluded that no particular technique is ideal to be used in researches. It totally depends on the research context. In our topic of research it was found that using quantative research methodology is more appropriate as our research aims at testing some specific hypothesis developed above. In this research we also aim to generalize the results on the entire population based on the results. This method of research was also adopted considering the time and cost implications as well.

4.5   SAMPLING

Sampling is a process in which a sub section of the entire population is selected to be analysed. Sampling is basically done because of the following reasons:

1. The time available to conduct the research on the entire population is not enough.
2. The research if conducted on the entire population will bear a lot of cost.
3. It is not feasible to research on the population because the population size is too large and it's not feasible to gather response from such a large population.
4. The research is of destructive nature
5. The population is of moving nature.

The section describes the reasons for selecting the sample chosen for the research.. There are numerous factors which show the reliability and validity of the chosen sample for the research.

Firstly, the characteristics of the population should represent the sample adequately well. Delhi being the capital city and a major hub for various companies is well suited for the study.

Secondly, sampling design should be chosen carefully for true representativeness of the data to represent the population. Zikmund et al. (2010) has pointed two conditions for true representation of samples: the sample size and the sampling design. By fulfilling both the conditions correctly the researcher can be rest assured that the sample truly represents the population

To help in selecting an appropriate sample which is a true representative of the populations a process consisting of seven stages given by Zikmund et al. (2010, p. 391), is described below. The stages shown in Figure 4.1 were carried out to obtain the sample. Each stage is described in detail below.
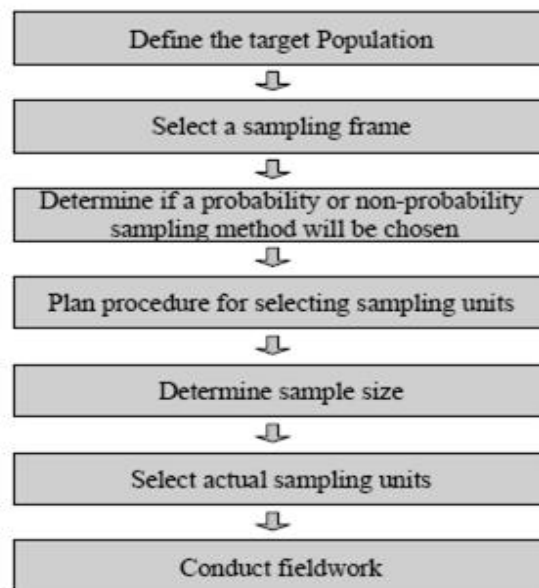
Figure 4.1 Sampling stages

Stage 1: The foremost stage in the process of sampling is to identify the population that is to be studied. The target population is then defined very carefully so as to find the relevant sources to collect the data (Zikmund et al., 2010).

Stage 2: The next stage preceding the identification of the relevant population is creation of a population frame. The population frame includes all the elements from where the sample to be used in the study is derived from. In the dissertation, the sampling frame comprises of employees of the organisations in the capital city of India, Delhi.

Stage 3: The next stage is to determine the sampling method to be used in the research. Sampling design is the method through which the analysis units are selected. The method of sampling can be divided into two broad categories, namely, probability sampling and non-probability sampling. In probability sampling, each unit in the sample has a non-zero chance of being selected whereas in non-probability sampling design the sample units are selected randomly based on the convenience of the researcher. The dissertation employs non-probability sampling method which is based on convenience, availability of respondents and accessibility.

Stage 4: Once the sampling method is determined, a plan is established to select units of sample. The size of the sample is then determined based on the plan and the desired sample is obtained based on the methods and techniques listed in the plan. In the study, a group of companies in different locations across the city of Delhi was selected. The companies included GAIL, NTPC, IFFCO, Compro Technologies, ZS Associates, CMC Limited etc. A questionnaire survey was used in collecting data, within a month collection period.

Stage 5: Once the plan is established and is well in action it is used to find the size of the sample. For the selection of the size of the sample many researches have been

conducted which provide the mathematical formula using which it can be calculated. One research by Sekeran and Bougie tells that the sample size should be ten times as large as the number of variable the research has. Many other researches' are there too which describe the appropriate way to calculate sample size.

In this case, we have used the Sekeran and Bougie' criteria as well done literature reviews to determine the sample size. Our sample of 146 respondents meets the criteria as there are 12 variables in the study and the sample size of 140 is well above 120.

Stage 6: After completing all the above steps, the researcher is ready to select the units of sample. A sample of 146 employees of organisations in the city of Delhi were chosen to represents unit of sample.

Stage 7: After the sixth stage, the data can be collected from the chosen units of sample.

4.6   RESEARCH INSTRUMENTS USED IN THE STUDY

The dissertation uses standardized questionnaire which were developed by various scholars, practitioners and academicians who conducted their research in this field of study. This dissertation makes use of 4 different questionnaires developed independently of each other.

The instruments used in the research are listed below:

1. Cameron and Quinn's (1999) Organisational Culture Assessment Instrument
This questionnaire basically measure the most prevalent type of organisational culture existent in India as well in the different sectors viz. Government sector, Indian private sector and Foreign private sector in India.

2. Spector's Job satisfaction survey (JSS)

This tool measures the satisfaction of employees working in companies in India with regard to pay and promotion, benefits, working conditions etc.

3. Allen and Meyer (1997) Organisational Commitment Questionnaire (OCQ)

This questionnaire attempts to measure the commitment level of employees of organisations operating in India.

4. Crossley, Grauer, Lin, and Stanton's (2002) Turnover Intention Questionnaire (TIQ)

This tool evaluates the intention of the employees to quit the organisation they are currently working in.

The 4 questionnaire were combined into one to collect the responses from the employees belonging to various organisations in India. This combined questionnaire aimed to collect data which can be analysed to fulfil the objectives of the dissertation. A section for demographic information was also added as the fifth section to obtain general profile of the employees answering the questionnaire.

Sections	Number of Questions	Variable Type	Source of Questionnaire
Organisational culture	24	Independent variable	(Quinn and Cameron, 1999)
Job satisfaction	36	Independent variable, mediator	(Spector, 1997)
Organisation Commitment	18	Independent variable, mediator	(Meyer & Allen, 1997)
Turnover intention	5	Dependant variable	(Crossley, 2002)

Table 4.1 Description about Questionnaire constructs

4.6.1 The Organisational Culture Assessment Instrument (OCAI)

Cameron & Quinn had designed the Organisational culture assessment Instrument to find out the most dominant organisational culture type in the organisation on which this instrument is used. OCAI framework is derived from CVF and uses the same two dimensions to measure the 4 cultural types: Clan, Market, Hierarchy and Adhocracy. In the OCAI the dissertation uses a Likert scale rating to elicite the response for better statistical analysis. Also, as per Guion studies (1998) the analysis of data using statistical techniques requires variable's independence which is not there in other rating scales. Moreover, Quinn and Cameron (2011) have also suggested the decision to use the type of rating scale solely depends on the researcher based on the objectives and ultimate goal. So, a five-point Likert scale with value of 5 as strongly agree, to 1 with a value as strongly disagree is used in the questionnaire.

4.6.2 The Job Satisfaction Survey (JSS)

To assess employees' job satisfaction, the JSS (Spector, 1997) was adopted in this study. The JSS assesses nine facets of job satisfaction, namely pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication. This study focuses on the overall job satisfaction which is computed by summing all items in the 9 facets. The questionnaire consisted of a set of 36 items, all of which were considered to be of equal weight and to which respondents scored their answers using a five-point Likert scale ranging from 5: strongly agree, to 1: strongly disagree. Reliability of the JSS were established by Spector (1997). Internal consistency reliability coefficients for the JSS was reported to be as high as 0.91 for the total scale (Spector, 1997).

The choice of the JSS was motivated by previous studies that have considered it as one of the most widely used instruments to measure job satisfaction (Spector, 2004). It is

argued that the JSS is one of the few instruments available to measure job satisfaction that have shown high reliability and high validity as well (van Saane et al., 2003).

4.6.3 The Organisational Commitment Questionnaire (OCQ)

Organisational commitment was measured using Meyer and Allen's (1997) revised OCQ. The original OCQ was developed by Allen and Meyer (1990) and consisted of 24 items measuring the three components of commitment, namely affective (AC), continuance (CC) and normative (NC) (eight items for each component). The original OCQ had acceptable internal consistency. CC was found to be independent of AC and NC. However, AC and NC were significantly correlated. In spite of being used extensively in commitment research, the high correlation between AC and NC raised concerns among researchers. For example, Ko, Price, and Mueller (1997) questioned the logic of retaining normative commitment as a separate scale in spite of the reported overlap between affective and normative commitment.

In an attempt to clarify the distinction between affective and normative commitment, Meyer and Allen (1997) revised the OCQ with an extensive revision of normative commitment and also shortening each scale from eight to six items. The revised OCQ has 18 items. Nevertheless, a meta analysis by Meyer et al. (2002) found a high correlation still existed between affective and normative commitment.

The revised OCQ, however, has been widely used in various studies based on the three dimensional organisational commitment model (Vandenberghe et al., 2001). The model is also increasingly gaining support in non-Western contexts (Suliman & Iles, 2000; Wasti, 2003).

4.6.4 The Intention to Quit Scale (IQS)

Turnover intention was measured using a five-item Likert scale developed by Crossley et al., (2002). The scale was developed in response to criticism of other turnover

intention scales that had content overlap with measure of job search and job attitudes (Tett & Meyer, 1993).

4.6.5 Demographic Data

Employees' demographic data were collected using questions related to a number of personal and organisational characteristics including: company type (Government, Private or Foreign), gender, age, and years of experience.

4.7   DATA ANALYSIS PROCEDURES

Data analysis was carried out using a series of statistical techniques. Firstly, data collected from the OCAI was analysed by comparing the mean scores of the four types of organisational culture. The highest mean score represents the dominant organisational culture type in India and different types of companies. Secondly, the correlation matrix was used to measure the linear associations between job satisfaction, organisational commitment and turnover intention. It was also used to assess the influence of each type of organisational culture on job satisfaction and organisational commitment. Finally, regression was utilised to model the relationship between each type of organisational culture, job satisfaction and organisational commitment in order to assess the mediating roles of job satisfaction and organisational commitment on turnover intention.

4.7.1 Justification of chosen method to test mediation

To test mediated relationships, Spencer (2011) argue that the Baron and Kenny's (1986) procedure of multiple regression analysis and structural equation modelling (SEM) are the two most widely used statistical methods. The *Social Sciences Citation Index* showed that Baron and Kenny's (1986) article has been cited by over 12000 articles as of September 2009 (Zhao, Lynch & Chen, 2010). Furthermore, Rucker and colleagues (2011) reported that the bulk of mediation studies conducted between 2005

and 2009 followed the steps proposed by Baron and Kenny (1986). The choice of this method over the SEM approach does not underestimate the statistical power of SEM in detecting mediated relationships. Therefore, it is recommended in this study to use SEM in further studies.

4.8 CONCEPTUAL FRAMEWORK

The proposed model is as follows:

H10 (a,b,c,d)

Clan Culture

H8(a)

H9(a)

Adhocracy culture

H8(b)

Job Satisfaction

H6

H2 (a,b,c,d,e)

H9(b)

H5

H8(c)

H9(c)

Demographics

H4

Turnover Intention

Market Culture

Organisational Commitment

H3 (a,b,c)

H7

H8(d)

H9(d)

Hierarchy culture

38

H11 (a,b,c,d)

Direct Relationship
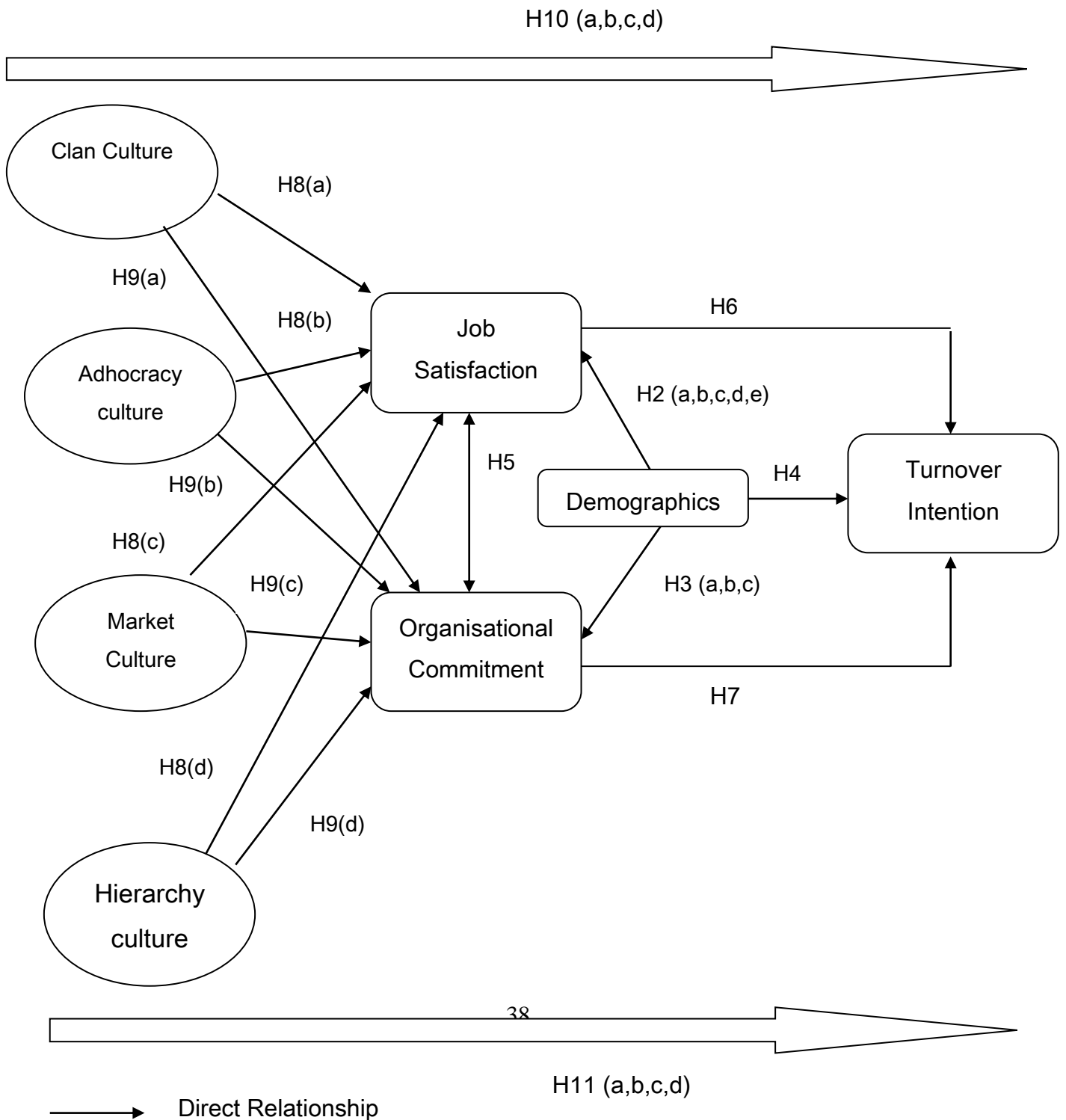
CHAPTER 05: PRELIMINARY DATA ANALYSIS

Chapter 4 begins with preparation of data by checking for missing or wrong values. It proceeds to check for normality of the data collected.

Once the data is checked to be appropriate for data analysis, the validity and reliability of the constructs used in the dissertation is found out using Exploratory factor Analysis. The chapter concludes by revealing the validity of the constructs and showing that the instruments used measure what they intend to measure and have relevant psychometric characteristics.

One of the major objectives that Chapter 5 addresses is:

To evaluate the application of Competing Value Framework developed by Quinn and Rohrbaugh's in an Indian context.

5.1 DATA PREPARATION

This section lists the process that was used for cleaning and screening the collected data for further analysis.

5.1.1 Data Cleaning

The data collected through the surveys was input into statistical software, SPSS 16. The data was screened for any anomalies that might have occurred while filling the questionnaires by the respondents or any error that might have creeped in which entering the data from the questionnaires into the analysis sheet. The data was screened by performing basic descriptive tests and checking the maximum and minimum value range. Data filtering was also done to identify any missing values. After performing the checks it was found that no miscoded data or out of range data was present.

However, nine responses had some missing values in the filled questionnaire and hence they were eliminated out of a total of 155 responses. In all, 146 valid responses were obtained.

5.2   NORMALITY

Normality is a condition that must be fulfilled by the data to qualify for some of the statistical tests. Any tests performed on non-normal data result to be invalid and hold no significance.

To evaluate the normality of any given data skewness test and kurtosis test is generally performed. These tests confirm the normality of the data taken into consideration. Skewness can be referred to the symmetry that the data exhibits when plotted into a graph of frequency distribution. In a symmetrical data with zero skewness the mean is at the centre of the distribution. On the other side, kurtosis test is a test which checks the peakedness of the frequency distribution.

A normal distribution data has skewness and kurtosis values to be 0. However, all data is not perfectly normal and hence Newson suggested an acceptable limit which can be used to check for normality. Newsom (2005) suggests, "The absolute value of skewness less than or equal to 2 and the absolute value of kurtosis less than or equal to 3 are acceptable limits for the condition of normality to be satisfied".

The descriptive analysis of data by revealed that the values for kurtosis and skewness were well below 2 and 3 confirming the suitability of data for use in further statistical analysis. The descriptive analysis tables with skewness and kurtosis values are given in Appendix I.

5.3   VALIDITY AND RELIABILITY TEST FOR CONSTRUCTS

Establishing the validity and the reliability of the constructs used in a research is a pre-requisite to proceed with advanced data analysis. Exploratory factor Analysis or EFA, as

it is popularly known as, was used to explore the factor structure of the constructs used. The questionnaire developed in western parts of the world was to be checked for its validity and reliability in the Indian context.

This method of EFA was also employed to reduce the large number of variables of the questionnaire into a smaller and much manageable set. EFA was also employed to the hypothesis H1 to check the applicability of the competing value framework's applicability in the Indian context.

5.3.1 Exploratory Factor Analysis (EFA)

EFA is a technique that uses the correlations that exist between the variables to group highly correlated set of variables that show similar behaviour into a set of factors. These factors are formed on the basis of the fact that the individual variables show similar kind of pattern and are logically related to each other. The data was analysed using SPSS 16 statistical software package that is most commonly used in researches. It used the principal components extraction technique along with varimax rotation.

The criteria used for including and excluding the scale items were:
1. Exclude scale items with loading less than 0.40 as they are supposed to be weak.
2. Exclude item with loading of less than 0.40 on any factor in case of cross loading on two different factors
3. Accept Cronbach's alpha of 0.60 and above

5.3.1.1   Organisational Culture Questionnaire (OCQ)

The distribution of values to check whether it's possible to conduct exploratory factor analysis or not was verified using the Kaiser-Meyer-Olkin or more popularly known as KMO. It measures the adequacy of the sample which found out to be 0.716 in this case. The Barlett's test of sphericity was also conducted which was found to hold a significant value.(1577, p <.05). Hence, it is possible to say with confidence that the factor analysis can be conducted on the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.716
Bartlett's Test of Sphericity	Approx. Chi-Square	1.577E3
	Df	253
	Sig.	.000

Table 5.1 KMO and Barlett's Test for OCAI

The factor analysis using Principal component factoring showed that four factors were there whose eigen value exceeded 1 and which explained 50% of the total variance as shown in Table 5.2.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.279	22.953	22.953	5.279	22.953	22.953	4.082	17.748	17.748
2	2.807	12.203	35.157	2.807	12.203	35.157	2.986	12.981	30.729
3	1.891	8.220	43.377	1.891	8.220	43.377	2.454	10.670	41.399
4	1.489	6.473	49.850	1.489	6.473	49.850	1.944	8.451	49.850
5	1.320	5.738	55.587						
6	1.128	4.907	60.494						
7	1.077	4.684	65.178						
8	.981	4.266	69.444						
9	.875	3.803	73.247						
10	.800	3.479	76.726						
11	.752	3.270	79.996						
12	.671	2.919	82.915						
13	.632	2.747	85.662						
14	.530	2.304	87.966						
15	.516	2.246	90.212						
16	.499	2.168	92.379						
17	.420	1.827	94.207						
18	.385	1.674	95.881						
19	.313	1.362	97.243						
20	.300	1.304	98.547						
21	.220	.958	99.505						
22	.099	.432	99.937						
23	.014	.063	100.000						

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.279	22.953	22.953	5.279	22.953	22.953	4.082	17.748	17.748
2	2.807	12.203	35.157	2.807	12.203	35.157	2.986	12.981	30.729
3	1.891	8.220	43.377	1.891	8.220	43.377	2.454	10.670	41.399
4	1.489	6.473	49.850	1.489	6.473	49.850	1.944	8.451	49.850
5	1.320	5.738	55.587						
6	1.128	4.907	60.494						
7	1.077	4.684	65.178						
8	.981	4.266	69.444						
9	.875	3.803	73.247						
10	.800	3.479	76.726						
11	.752	3.270	79.996						
12	.671	2.919	82.915						
13	.632	2.747	85.662						
14	.530	2.304	87.966						
15	.516	2.246	90.212						
16	.499	2.168	92.379						
17	.420	1.827	94.207						
18	.385	1.674	95.881						
19	.313	1.362	97.243						
20	.300	1.304	98.547						
21	.220	.958	99.505						
22	.099	.432	99.937						

Extraction Method: Principal Component Analysis.

Table 5.2 Total variance for OCAI

Rotated Component Matrix[a]

	Component			
	1	2	3	4
Cul_6	.752			
Cul_2	.740			
Cul_18	.665			
Cul_10	.650			
Cul_21	-.576			
Cul_22	.574			
Cul_14	.547			
Cul_20	-.482			
Cul_24	-.467			
Cul_23	.451			
Cul_17	-.424			
Cul_4		.929		
Cul _8		.927		
Cul _12		.658		
Cul_16		.593		
Cul_19			.804	
Cul_15			.675	
Cul_7			.648	
Cul_11			.618	
Cul_3				.728
Cul_13				-.634
Cul_9				-.557
Cul_5				-.436

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Table 5.3 Component Matrix for OCAI

The above table showed that approximately all the factors obtained matched the literature view with some mismatches because of the variance in the responses.

Further, the reliability of the study was found to be good with Cronbachs alpha's value equal to 0.845.

Reliability Statistics

Cronbach's Alpha	N of Items
.845	24

Table 5.4 Reliability Test for OCAI

5.3.1.2 Job Satisfaction Questionnaire

The distribution of values to check whether it's possible to conduct exploratory factor analysis or not was verified using the Kaiser-Meyer-Olkin or more popularly known as KMO. It measures the adequacy of the sample which found out to be 0.671 in this case. The Barlett's test of sphericity was also conducted which was found to hold a significant value (1870, $p < .05$). Hence, it is possible to say with confidence that the factor analysis can be conducted on the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.671
Bartlett's Test of Sphericity	Approx. Chi-Square	1.870E3
	Df	630
	Sig.	.000

Table 5.5 KMO and Barlett's Test for JSQ

The factor analysis using Principal component factoring showed that five factors were present there whose eigen value exceeded 1 and which explained 45% of the total variance as shown in Table 5.6. The components that were discovered related to

'*Supervisor*', '*Pay* and *Promotion*', '*Nature of People and Work at the workplace*', '*Rewards* and *Benefits received*' and '*Work Conditions*'.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.693	15.814	15.814	5.693	15.814	15.814	4.023	11.174	11.174
2	4.367	12.131	27.946	4.367	12.131	27.946	4.013	11.147	22.321
3	2.273	6.314	34.260	2.273	6.314	34.260	3.901	10.837	33.159
4	2.161	6.002	40.262	2.161	6.002	40.262	2.312	6.422	39.580
5	1.877	5.213	45.476	1.877	5.213	45.476	2.122	5.895	45.476
6	1.571	4.364	49.840						
7	1.391	3.863	53.703						
8	1.297	3.603	57.306						
9	1.167	3.241	60.547						
10	1.029	2.860	63.407						
11	1.010	2.805	66.212						
12	.978	2.717	68.928						
13	.873	2.426	71.354						
14	.843	2.341	73.695						
15	.809	2.248	75.943						
16	.755	2.096	78.039						
17	.734	2.038	80.078						
18	.690	1.917	81.994						
19	.623	1.730	83.724						
20	.607	1.686	85.410						
21	.561	1.559	86.970						
22	.526	1.460	88.429						
23	.483	1.342	89.771						
24	.442	1.227	90.998						
25	.415	1.152	92.150						
26	.396	1.099	93.249						
27	.382	1.061	94.310						
28	.337	.936	95.246						
29	.306	.851	96.097						
30	.278	.773	96.870						
31	.258	.717	97.587						
32	.223	.618	98.205						
33	.217	.602	98.807						
34	.172	.479	99.286						
35	.154	.428	99.714						
36	.103	.286	100.000						

Extraction Method: Principal Component Analysis.

Table 5.6 Total variance for JSQ

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
JS_20	.684				
JS_10	.659				
JS_9	.631				
JS_17	.593		.483		
JS_11	.588	-.496			
JS_23	.544				
JS_19	.498		.474		
JS_25	.443		.442		
JS_5	.411				
JS_32					
JS_1		.760			
JS_6		-.748			
JS_4		.678			
JS_7	.462	.583			
JS_29		.532			
JS_33		.505			
JS_8		.505			
JS_31					
JS_24			.622		
JS_16			.582		
JS_18			.575		
JS_15			.567		
JS_22		-.455	.560		
JS_14	.428		.560		
JS_26		-.413	.521		
JS_28			.496		
JS_27			.461		
JS_12					
JS_3				.830	
JS_21				.615	
JS_2				.605	
JS_30				.410	
JS_13					
JS_35					.843
JS_34					.823
JS_36					.501

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 9 iterations.

Table 5.7 Component Matrix for JSQ

The reliability of the questionnaire was further checked by obtaining the value of Cronbachs Alpha. It was found to be equal to 0.758.

Reliability Statistics

Cronbach's Alpha	N of Items
.758	36

Table 5.8 Reliability Test for OCAI

5.3.1.3 Organisational Commitment Questionnaire

The distribution of values to check whether it's possible to conduct exploratory factor analysis or not was verified using the Kaiser-Meyer-Olkin or more popularly known as KMO. It measures the adequacy of the sample which found out to be 0.736 in this case. The Barlett's test of sphericity was also conducted which was found to hold a significant value (961, p <.05). Hence, it is possible to say with confidence that the factor analysis can be conducted on the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.736
Bartlett's Test of Sphericity	Approx. Chi-Square	960.856
	Df	153
	Sig.	.000

Table 5.9 KMO and Barlett's Test for OCQ

The factor analysis using Principal component factoring showed that two factors were present there whose eigen value exceeded 1 and which explained 41% of the total variance as shown in Table 5.10. The components that were discovered related to affective commitment and continuance commitment. Normative commitment was also included in affective commitment as it didn't show up any different factor with significant values.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.772	32.067	32.067	5.772	32.067	32.067	3.906	21.702	21.702
2	1.707	9.485	41.551	1.707	9.485	41.551	3.573	19.850	41.551
3	1.426	7.921	49.472						
4	1.174	6.520	55.992						
5	1.106	6.144	62.137						
6	.977	5.430	67.567						
7	.939	5.217	72.784						
8	.826	4.591	77.375						
9	.709	3.940	81.315						
10	.608	3.376	84.690						
11	.531	2.948	87.638						
12	.489	2.719	90.357						
13	.437	2.426	92.783						
14	.376	2.086	94.870						
15	.308	1.711	96.581						
16	.262	1.453	98.034						
17	.207	1.147	99.181						
18	.147	.819	100.000						

Extraction Method: Principal Component Analysis.

Table 5.10 Total variance for OCQ

Component Matrix[a]

	Component	
	1	2
Com_15	.803	
Com_9	.712	
Com_8	.694	
Com_5	.677	
Com_4	.665	
Com_13	.650	
Com_1	.644	
Com_2	.644	
Com_12	.559	
Com_16	.499	
Com_11	.486	-.455
Com_18	.461	
Com_3	.436	-.425
Com_7		
Com_14		
Com_10		.581
Com_17	.463	.556
Com_6	.501	-.526

Extraction Method: Principal Component Analysis.

a. 2 components extracted.

Table 5.11 Component matrix for OCQ

49

The reliability results were found to be equal to 0.827.

Reliability Statistics

| Cronbach's Alpha	N of Items
.827	18

Table 5.11 Reliability Test for OCQ

5.3.1.4 Turnover Intention Questionnaire

The distribution of values to check whether it's possible to conduct exploratory factor analysis or not was verified using the Kaiser-Meyer-Olkin or more popularly known as KMO. It measures the adequacy of the sample which found out to be 0.711 in this case. The Barlett's test of sphericity was also conducted which was found to hold a significant value (629, $p < .05$). Hence, it is possible to say with confidence that the factor analysis can be conducted on the data.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.711
Bartlett's Test of Sphericity	Approx. Chi-Square	629.049
	Df	41
	Sig.	.000

Table 5.12 KMO and Barlett's test for TIQ

The factor analysis using Principal component factoring showed that two factors were present there whose eigen value exceeded 1 and which explained 46% of the total variance as shown in Table 5.13.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.311	46.228	46.228	2.311	46.228	46.228
2	.911	18.218	64.446			
3	.793	15.870	80.316			
4	.505	10.103	90.419			
5	.479	9.581	100.000			

Extraction Method: Principal Component Analysis.

Table 5.13 Total variance for TIQ

Component Matrix[a]

	Component
	1
TI_4	.748
TI_3	.721
TI_1	.703
TI_5	.621
TI_2	.593

Extraction Method: Principal Component Analysis.

a. 1 component extracted.

Table 5.14 Component Matrix for OCQ

The reliability test was passed with alpha's value to be 0.707.

Reliability Statistics

Cronbach's Alpha	N of Items
.707	5

Table 5.15 Reliability Test for TIQ

CHAPTER 06: DATA ANALYSIS

The ultimate aim of the chapter is to analyse the data and use statistical techniques to find out the inferences and hence validate and prove the hypothesis designed in Chapter 4.

The chapter begins by profiling the respondents based on the demographic data collected by them through the questionnaire. The demographics include the company type, age of the respondent, gender and number of years of experience. The next section derives the dominant culture type in India as well as it also provides sector wise dominance of the culture sub-type.

The third section studies the influence of employee's job satisfaction and his commitment towards his job by deriving the relation between job satisfaction, commitment to the organisation and turnover intention. Next, analysis of data is done to study the role of organisation's culture on employee's job satisfaction and his organisational commitment. The final section uses the regression analysis to establish the role of employee's job satisfaction and his organisational commitment as a mediator between organisation's culture sub-types and the intention to quit of an individual.

This chapter aims to address the following objectives of the study:
1. To find out dominant culture type in prevalent in companies operating in India
2. To identify the presence and degree of any influence of organisational culture on job satisfaction and organisational commitment among employees of companies operating in India.
3. To identify the presence and degree of any influence of organisational commitment and job satisfaction on turnover intention among employees of companies operating in India.
4. To identify the presence and extent of mediation of job satisfaction and organisational commitment between organisation culture and turnover intention among employees of companies operating in India.

6.1   DEMOGRAPHIC PROFILE OF THE RESPONDENTS

The section profiles the respondents based on the demographic data collected by them through the questionnaire. The demographics include the company type, age of the respondent, gender and number of years of experience. The results are shown as in Table 6.1.

Company Type	Count of Company Type
F	27
G	74
P	45
Grand Total	**146**

Gender	Count of Gender
F	37
M	109
Grand Total	**146**

Age	Count of Age
< 25	8
> 45	12
26-30	31
31-35	25
36-40	42
41-45	28
Grand Total	**146**

Years of experience	Count of Experience
< 5	24
> 25	2
11-15.	21
16-20.	53
21-25.	7
6-10.	39
Grand Total	**146**

Table 6.1 Personal profile of respondents

6.2 ORGANISATIONAL CULTURE PROFILES

Cameron and Quinn have developed a framework, Organisational culture assessment instrument for measurement of the dominant organisational culture type in their book "Diagnosing and Changing Culture: Based on The Competing Values Framework" (Cameron & Quinn, 2011).

Data collected through the OCAI was put under analysis in SPSS to showcase the dominant cultural profile of organisations in India as shown in Table 6.2. The results pointed out market culture type as the most prevalent culture. The hierarchy culture is dominant in Government sector companies while the prevalent culture in private Indian companies was found to be market type and private foreign companies followed a risk taking culture i.e. adhocracy culture.

Culture Type				
Average of Clan				3.169406393
Average of Adhocracy				3.127853881
Average of Market				3.661872146
Average of Hierarchy				3.431050228

	Company Type			
Culture Type	F	G	P	Grand Total
Average of Clan	2.759259259	3.635135135	2.64962963	3.169406393
Average of Adhocracy	3.820987654	2.594594595	3.588888889	3.127853881
Average of Market	3.956790123	3.281081081	4.111111111	3.661872146
Average of Hierarchy	3.148148148	3.702702703	3.154074074	3.431050228

Table 6.2 Cultural Profiles in Organisations surveyed in India

6.3 THE IMPACT OF JOB SATISFACTION AND ORGANISATIONAL COMMITMENT OVER TURNOVER INTENTION

Correlation is an analysis technique which aims to identify the relationship between all the variables entered for analysis taken pair-wise. A run of correlation technique results in a matrix which contains correlation values between the constructs. The values in the matrix always range from, -1.00 to +1.00. The value +1.00 shows that the two variables

in question have a perfect positive relationship that is if you increase the value of one the other would also increase by the same amount. A negative correlation on the other hand shows that if you increase one variable the other one will decrease by an amount dependent of the degree of correlation between them.

The study utilizes the guidelines set by Cohen to evaluate the degree of correlation among the variables under question. Hence, value ranging from .10 to 0.29 indicated a weak correlation, a figure between .30 and .49 was considered to have moderate correlation, and a figure of .50 to 1.0 was seen as a strong correlation. Table 6.3 reveals the various correlation coefficients between the constructs used in the dissertation.

The data analysis done in the subsequent section tests the following hypotheses:

Hypothesis One:

H1: Positive relation exists between job satisfaction and organisational commitment.

Hypothesis Two:

H2: Negative relation exists between job satisfaction and turnover intention.

Hypothesis Three:

H3: Negative relation exists between organisational commitment and turnover intention.

Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Overall_org_cultur	1														
Clan_var	.079	1													
	.000														
Adhocracy_var	.455**	-.616**	1												
	.000	.000													
Market_var	.504**	-.404**	.381**	1											
	.000	.000	.000												
Hierarchy_var	.418**	.350**	-.348**	-.266**	1										
	.000	.000	.000	.001											
Overall_job_satisfaction	.511**	.450**	.702**	-.477**	-.202**	1									
	.000	.001	.000	.008	.000										
Pay_Promotion_var	.350**	.266**	.531**	.300**	-.657**	.882**	1								
	.006	.000	.003	.000	.007	.000									
Rewards_Benefits_var	.646**	.346*	.382**	.337**	.303**	.531**	.384**	1							
	.000	.009	.000	.000	.002	.000	.000								
Nature_of_Work_And_People_var	.030	.590**	.320**	-.203**	-.311**	.485**	.340**	.263**	1						
	.000	.000	.000	.000	.000	.000	.000	.000							
Supervisor_var	.214**	.306**	.234**	.252**	.222**	.273**	.500**	.291**	.516**	1					
	.003	.001	.000	.000	.000	.001	.008	.000	.000						
Working_Conditions_var	.444**	.213**	.247**	-.479**	.119**	.295**	.138**	.297**	.299**	.163*	1				
	.000	.000	.003	.000	.000	.000	.006	.000	.000	.049					
Overall_org_commitment	.462**	.491**	.217**	-.204**	.583**	.507**	.242**	.247**	.302**	.222**	.271**	1			
	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000				
Affective_commitment_var	.333**	.384**	.162*	-.202**	.298**	.510**	.157	.239**	.411*	.237**	.320**	.971**	1		
	.000	.000	.005	.000	.000	.000	.000	.000	.000	.000	.000	.000			
Continuance_commitment_var	.364**	.106	.235**	.159**	.455**	.313	.201	.259**	.255**	.197*	.219**	.546**	.389**	1	
	.000	.061	.004	.006	.003	.053	.090	.000	.088	.017	.008	.000	.000		
Overall_turnover_intention	-.311**	-.307**	-.153**	.102	-.341**	-.308**	-.219**	-.242**	-.331**	-.293**	-.388**	-.549**	-.531**	-.280*	1
	.000	.000	.005	.056	.005	.005	.000	.000	.000	.000	.001	.000	.000	.030	

 **. Correlation is significant at the 0.01 level (2-tailed).

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

Table 6.3 Correlation Matrix

6.3.1 The Relationship of Job Satisfaction with Organisational Commitment

The data analysed using SPSS revealed that overall job satisfaction is significantly and positively related to overall organisational commitment with the value of correlation coefficient in the correlation matrix in Table 6.3 being (.507, $p < .01$). The finding is in accordance to the hypothesis H1 which states that an employee's overall job satisfaction and his overall organisational commitment are positively related. Hence, the hypothesis is found out to be true.

The factors of an employee's satisfaction with the job which were obtained in factor analysis i.e. pay and promotion, nature of work and people, rewards and benefits received, supervisor and working conditions were also seen to be positively linked to the factors of employee's commitment to the job namely affective commitment and continuance commitment).

In totality, the overall commitment and affective commitment of an employee towards his job were found to be correlated positively and significantly with all the aspects of an employee's job satisfaction. The highest degree of correlation of overall commitment was found out to be with satisfaction with the nature of work and people at the workplace (.302, $p<.01$), which was shortly followed by contentment of an individual with his working conditions (.271, $p < .01$), contentment with the benefits and rewards (.247, $p<.01$), satisfaction with pay and promotion (.242, $p<.01$) and ultimately an individual's contentment with the behaviour of supervisor towards him (.222, $p<.01$).

Overall Job satisfaction depicted the highest degree of correlation with affective commitment (.51, $p<.01$). Affective commitment was also found to have positive links with the factors of job satisfaction. It revealed significant and positive relationships with contentment with nature of work and people (.411, $p<.01$), shortly proceeded by contentment with conditions at the work (.320, $p < .01$), contentment with regard to benefits and rewards received (.239, $p<.01$), contentment with the behaviour of the

supervisor (.237, p<.01) and lastly contentment with an individual's pay and promotion opportunities (.157, p<.01).

Continuance commitment depicted to have the most positive relation with contentment with the benefits and the rewards received (.259, p<.01) and least positively related with contentment with supervisor's behaviour (.197, p<.05). The correlation was not significant in some cases.

6.3.2 The Relationship of Job Satisfaction with Turnover Intention

The data analysed using SPSS revealed that overall satisfaction with the job is significantly and negatively related to employee's intention to quit with the value of correlation coefficient in the correlation matrix in Table 6.3 being (-.308, p < .01). The finding is in accordance to the hypothesis H2 which states that an employee's overall job satisfaction and his intention to quit are negatively related. Hence, the hypothesis is found out to be true.

Turnover intention was also found to have negative links with the factors of job satisfaction. It revealed significant and negative relationships with contentment with conditions at work (-.388, p<.01), shortly proceeded by contentment with the nature of the work and people of the organisation (-.331, p < .01), contentment with regard to behaviour of the supervisor (-.293, p<.01), contentment with the benefits and rewards received (-.242, p<.01) and lastly contentment with an individual's pay and promotion opportunities (-.219, p<.01).

6.3.3 The Relationship of organisational commitment with Turnover Intention

The data analysed using SPSS revealed that overall commitment of an employee with the job is significantly and negatively related to employee's intention to quit with the value of correlation coefficient in the correlation matrix in Table 6.3 being (-.549, p < .01). The finding is in accordance to the hypothesis H3 which states that an employee's

overall organisation's commitment and his intention to quit are negatively related. Hence, the hypothesis is found out to be true.

The commitment relating to affection showed a negative and significant correlation (-.531, p<.01) with intention to quit which was similar to the results of continuance commitment which also had a significant and negative relationship (-.280, p<.01) with intention to quit. From this it can be inferred that affective commitment displays a higher and stronger influence on the intention to quit than the commitment related to continuance. As argued by Allen and Meyer it is because of the reason that employees who have affection to the company will have higher motivation to remain with the company rather than employees with weak affective commitment. On the contrary, employees with high continuance commitment are there with the company only because of the money and investments they see in the organisation. These kinds of people will at some point of time develop high frustration levels and may eventually leave.

6.3.4 The Impact of Organisation's Culture on Job Satisfaction

Quinn and Roughbough explained the different types of organisation's cultures. These different types of culture have different kind of impacts on the levels of satisfaction with the job and organisational commitment. This section addresses the relationships between them.

Hence, this section tries to validate the following hypotheses:

Hypothesis Four:

H4 (a): Job satisfaction positively relates to organisations dominated by clan type culture.

H4 (b): Job satisfaction positively relates to organisations dominated by adhocracy type culture.

H4(c): Job satisfaction negatively relates to organisations dominated by market type culture.

H4 (d): Job satisfaction negatively relates to organisations dominated by hierarchy type culture.

Hypothesis Five:

H5 (a): Organisational commitment positively relates to organisations dominated by clan type culture.

H5 (b): Organisational commitment positively relates to organisations dominated by adhocracy type culture.

H5 (c): Organisational commitment negatively relates to organisations dominated by market type culture.

H5 (d): Organisational commitment negatively relates to organisations dominated by hierarchy type culture.

6.3.4.1   Clan Culture

The data analysed using SPSS revealed that overall job satisfaction is significantly and positively related to clan culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (.450, $p < .01$). The finding is in accordance to the hypothesis H4 (a) which states that job satisfaction positively relates to organisations dominated by clan type culture. Hence, the hypothesis is found out to be true.

The factors of an employee's satisfaction with the job which were obtained in factor analysis i.e. pay and promotion, nature of work and people, rewards and benefits received, supervisor and working conditions were also seen to be positively linked to the clan culture.

The highest degree of correlation of clan culture was found out to be with satisfaction with the nature of work and people at the workplace (.590, $p<.01$), which was shortly followed by contentment with the benefits and rewards (.346, $p<.01$), contentment with the behaviour of supervisor towards him (.306, $p<.01$), , contentment with pay and promotion (.266, $p<.01$) and ultimately an individual's contentment of an individual with his working conditions (.213, $p < .01$).

6.3.4.2   Adhocracy Culture

The data analysed using SPSS revealed that overall job satisfaction is significantly and positively related to adhocracy culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (.702, p < .01). The finding is in accordance to the hypothesis H4 (b) which states that job satisfaction positively relates to organisations dominated by adhocracy type culture. Hence, the hypothesis is found out to be true.

Significant positive relationships were found out to exist between the factors of an employee's satisfaction with the job which were obtained in factor analysis i.e. pay and promotion, nature of work and people, rewards and benefits received, supervisor and working conditions and the adhocracy culture.

The highest degree of correlation of clan culture was found out to be with contentment with the pay and promotion opportunities (.531, p<.01), which was shortly followed by contentment with benefits and rewards (.382, p<.01), contentment with the nature of work and people at the workplace (.320, p<.01), contentment with an individual's contentment of an individual with his conditions of work (.247, p < .01) and ultimately contentment with the behaviour of supervisor towards him (.234, p<.01).

6.3.4.3   Market Culture

The data analysed using SPSS revealed that overall job satisfaction is significantly and negatively related to adhocracy culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (-.477, p < .01). The finding is in accordance to the hypothesis H4 (c) which states that job satisfaction negatively relates to organisations dominated by market type culture. Hence, the hypothesis is found out to be true.

Market culture was found to be significantly related to various factors of employee's satisfaction. The highest correlation was found to be with benefits and rewards received (.337, p<.01), contentment with the nature of work and people at the workplace (-.203, p<.01), an individual's contentment of an individual with his conditions of work (-.479,

p<.01), contentment with the pay and promotion opportunities (.300, p<.01) and contentment with the behaviour of supervisor towards him (0.252, p<.01).

6.3.4.4   Hierarchy Culture

The analysis of data using SPSS revealed that overall job satisfaction is significantly and negatively related to hierarchy culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (-.202, $p < .01$). The finding is in accordance to the hypothesis H4 (d) which states that job satisfaction negatively relates to organisations dominated by hierarchy type culture. Hence, the hypothesis is found out to be true.

Hierarchy culture seemed to be correlated positively and significantly with the various factors of job satisfaction except pay and promotion (-.657, p<.01) and nature of work and people (-.311, p<.01). It had a positive and significant correlation with an individual's contentment of an individual with his conditions of work (.119, p<.01), with contentment with benefits and rewards received (.303, p<.01), and finally with contentment with the behaviour of supervisor towards him (.222, p<.01).

6.3.5 The Impact of Organisational Culture on Organisational Commitment

The analysis done to identify the impact of an organisation's culture on job satisfaction was repeated with the dependent variable now being organisational commitment. All the sub culture types as given by Quinn and Roughbough were studied to establish their relation with organisational commitment.

6.3.5.1   Clan Culture

The analysis of data using SPSS revealed that overall organisational commitment is significantly and positively related to clan culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (.491, $p < .01$). The finding is in accordance to the hypothesis H5 (a) which states that organisational commitment positively relates to organisations dominated by clan type culture. Hence, the hypothesis is found out to be true.

Significant positive relation seemed to exist between clan culture type and the factors of organisation's commitment. Affective commitment was inked with commitment with a correlation value of (.384, p<.01) while continuance commitment didn't depict any significant relation with clan culture.

6.3.5.2   Adhocracy Culture

The analysis of data using SPSS revealed that overall organisational commitment is significantly and positively related to adhocracy culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (.217, p < .01). The finding is in accordance to the hypothesis H5 (b) which states that organisational commitment positively relates to organisations dominated by adhocracy type culture. Hence, the hypothesis is found out to be true.

A significant and positive link seemed to exist between clan culture type and the factors of organisation's commitment. Affective commitment was inked with commitment with a correlation value of (.162, p<.01) and continuance commitment was linked with the value (.235, p<.01).

6.3.5.3   Market Culture

The analysis of data using SPSS revealed that overall organisational commitment is significantly and negatively related to market culture with the value of correlation coefficient in the correlation matrix in Table 6.3 being (-.204, p < .01). The finding is in accordance to the hypothesis H5 (c) which states that organisational commitment negatively relates to organisations dominated by market type culture. Hence, the hypothesis is found out to be true.

Market culture depicted significant and negative relationships to affective commitment (-.202, p<.01) while showing a positive relation to continuance commitment (.159, p<.01).

6.3.5.4   Hierarchy Culture

The analysis of data using SPSS revealed that overall organisational commitment is significantly and positively related to hierarchy culture with the value of correlation

coefficient in the correlation matrix in Table 6.3 being (.583, p < .01). The finding is not in accordance to the hypothesis H5 (d) which states that organisational commitment negatively relates to organisations dominated by hierarchy type culture. Hence, the hypothesis is found out to be false.

Hierarchy culture depicted significant and positive relationships to affective commitment (.298, p<.01) as well as continuance commitment (.455, p<.01).

6.4   JOB SATISFACTION AND ORGANISATIONAL COMMITMENT AS MEDIATORS

This section tries to establish the validity for the following hypotheses:

Hypothesis Six:

H6 (a): Job satisfaction acts as a mediator between clan type culture and turnover intention.
H6 (b): Job satisfaction acts as a mediator between adhocracy type culture and turnover intention.
H6(c): Job satisfaction acts as a mediator between market type culture and turnover intention.
H6 (d): Job satisfaction acts as a mediator between hierarchy type culture and turnover intention.

Hypothesis Seven:

H7 (a): Organisational commitment acts as a mediator between clan type culture and turnover intention.
H7 (b): Organisational commitment acts as a mediator between adhocracy type culture and turnover intention.
H7(c): Organisational commitment acts as a mediator between market type culture and turnover intention.

H7 (d): Organisational commitment acts as a mediator between hierarchy type culture and turnover intention.

The use of regression analysis was made to establish the fact that job satisfaction and the commitment to an organisation by an individual act as mediators between the organisation's culture and intention to quit. The three-step approach as advised by Baron and Kenny (1986) is used to test he hypotheses. The conditions which Baron and Kenny (1986), suggested to follow are:

> (a) The predictor – the independent variable (the types of organisational culture) and the outcome – the dependant variable (turnover intention) should be significantly related.
>
> (b) The predictor (the types of organisational culture) should be related to the mediators (job satisfaction and organisational commitment).
>
> (c) There should be an association between the mediators (job satisfaction and organisational commitment) and the outcome (turnover intention).

The coefficients of correlation for the fulfilment of the Baron Kenny conditions are depicted in the below:

	Clan	Adhocracy	Market	Hierarchy
Turnover Intention	-.307**	-.153**	.102	-.341**
Job Satisfaction	.450**	.702**	-.477**	-.202**
Overall Organisation commitment	.491**	.217**	-.204**	.583**

Table 6.4 Correlation coefficients of the Predictor Types (Organisational Culture sub-types) with the Mediators (Job Satisfaction and Organisational Commitment) and the Outcome (Turnover Intention)

	Job Satisfaction	Organisation Commitment
Turnover Intention	-.308[**]	-.549

Table 6.5 Correlation of the Outcome (Turnover Intention) with Mediators (Organisational Commitment and Job Satisfaction)

The Tables 6.4 and 6.5 depicts that significant correlations exists among the various sub types of culture which are also called the predictors and the intention to quit or the dependent variable as it depends on culture in this case. The only exception that occurs is in market type culture which the result is not significant. Hence, market type culture was excluded in the tests for mediation. The hypothesis which involved market culture that is H6 (c) and H7 (c) were deemed to be false.

The other three types of culture which followed the pre conditions of Baron and Kenny were further examined for checking the influence of mediators on predictor and outcome relationship. Baron and Kenny have provided the following method for mediation analysis:

"To test for mediation, one should estimate the three following regression equations: first, regressing the mediator on the independent variable; second, regressing the dependent variable on the independent variable; and third, regressing the dependent variable on both the independent variable and on the mediator. Separate coefficients for each equation should be estimated and tested. There is no need for hierarchical or stepwise regression or the computation of any partial or semi partial correlations. These three regression equations provide the tests of the linkages of the mediational model. To establish mediation, the following conditions must hold: First, the independent variable must affect the mediator in the first equation; second, the independent variable must be shown to affect the dependent variable in the second equation; and third, the mediator must affect the dependent variable in the third equation. If these conditions all

hold in the predicted direction, then the effect of the independent variable on the dependent variable must be less in the third equation than in the second. Perfect mediation holds if the independent variable has no effect when the mediator is controlled." (p.1177)

Baron and Kenny have further divided mediation into two types: *Full mediation* and *Partial Mediation.* Baron and Kenny(1996) have explained them as, "Full or perfect mediation can only be claimed if the independent variable is no longer significant when the mediator variable is controlled for. However, if the independent and mediator variables are both significant, partial mediation is supported."

The Tables 6.6 – 6.11 reveals the values obtained after performing the mediation analysis. The tests for mediation were performed independently for each sub culture type as well to get detailed result with respect to each cultural sub type.

6.4.1 Mediation of Overall Job Satisfaction between Clan Culture and Turnover Intention

The Hypothesis 6(a) states that job satisfaction acts as a mediator between clan type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of clan culture to intention to quit. The individuals working in a clan culture type of organisations are supposed to be more content which results in lower intention to quit.

The mediation analysis is done by regressing the mediator that is the job satisfaction on the clan culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on clan culture, the independent variable. Finally, the regression analysis was done with turnover intention as the dependent variable, job satisfaction as the mediating variable and clan culture as the independent variable. The values obtained are shown in Table 6.6.

Equation 1:   MV = Job Satisfaction

IV = Clan Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.690[a]	.476	.40	.01730

a. Predictors: (Constant), Clan

Table 6.6 (a)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.119	.005		90.321	.000
	Clan	.494	.005	.506	11.279	.003

a. Dependent Variable: Overall_job_satisfaction

Table 6.6 (b)

Equation 2:   DV = Turnover Intentions

IV = Clan Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.44[a]	.200	.251	0.00250517

a. Predictors: (Constant), Clan

Table 6.6 (c)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.924	.003		.000	.000
	Clan	-.444	.003	-.484	-5.526	.006

a. Dependent Variable: Turnover_intention

Table 6.6 (d)

Equation 3: DV = Turnover Intentions

IV = Clan Culture

MV = Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.605^a	.376	.32	.00911757

a. Predictors: (Constant), Overall_job_satisfaction, Clan

Table 6.6 (e)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.875	.628		-1.394	.005
	Clan	-.360	.083	-.356	-2.673	.002
	Overall_job_satisfaction	-.131	.200	-.117	-3.406	.000

a. Dependent Variable: Turnover_intention

Table 6.6 (f)

Table 6.6(a)(b)(c)(d)(e)(f) Regression test to check Job satisfaction as mediator between Clan culture and Turnover Intention

It is evident from Table 6.6 the beta values (ß) are all significant including clan culture in the simultaneous equation, and value of the beta (ß) for clan culture in the simultaneous regression is lesser than the value of beta value (ß) for clan culture in the second equation fro regression. Hence, the relation of clan culture and turnover intention is *partially* mediated by job satisfaction.

6.4.2 Mediation of Overall Job Satisfaction between Adhocracy Culture and Turnover Intention

The Hypothesis 6(b) states that job satisfaction acts as a mediator between adhocracy type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of adhocracy culture to intention to quit. The individuals working in an adhocracy culture type of organisations are supposed to be more content which results in lower intention to quit.

The mediation analysis is done by regressing the mediator that is the job satisfaction on the adhocracy culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on adhocracy culture, the independent variable. Finally, the regression analysis was done with turnover intention as the dependent variable, job satisfaction as the mediating variable and adhocracy culture as the independent variable. The values obtained are shown in Table 6.7.

Equation 1:   MV = Job Satisfaction
              IV = Adhocracy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.651[a]	.424	.411	.023760

a. Predictors: (Constant), Adhocracy

Table 6.7 (a)

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.119	.005		1.321	.000
	Adhocracy	.504	.041	.493	10.343	.001

a. Dependent Variable: Overall_job_satisfaction

Table 6.7 (b)

Equation 2: DV = Turnover Intentions

IV = Adhocracy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499^a	.249	-.243	0.00644513

a. Predictors: (Constant), Adhocracy

Table 6.7 (c)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.462	.014		.000	.001
	Adhocracy	-.502	.043	-.493	-5.526	.000

a. Dependent Variable: Turnover_intention

Table 6.7 (d)

Equation 3: DV = Turnover Intentions

IV = Adhocracy Culture

MV = Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.645[a]	.416	.39	.00881423

a. Predictors: (Constant), Overall_job_satisfaction, Adhocracy

Table 6.7 (e)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.921	.227		-1.782	.005
	Adhocracy	-.472	.043	-.481	-2.783	.246
	Overall_job_satisfaction	-.101	.046	-.104	-5.144	.000

a. Dependent Variable: Turnover_intention

Table 6.7 (f)

Table 6.7(a)(b)(c)(d)(e)(f) Regression test to check Job satisfaction as mediator between Adhocracy culture and Turnover Intention

It is evident from Table 6.7 the beta values (ß) are all significant excluding adhocracy culture in the simultaneous equation. Hence, the relation of adhocracy culture and turnover intention is *fully* mediated by job satisfaction.

6.4.3 Mediation of Overall Job Satisfaction between Hierarchy Culture and Turnover Intention

The Hypothesis 6(d) states that job satisfaction acts as a mediator between hierarchy type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of hierarchy culture to intention to quit. The individuals

working in a hierarchy culture type of organisations are supposed to be less content which results in higher intention to quit.

The mediation analysis is done by regressing the mediator that is the job satisfaction on the hierarchy culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on hierarchy culture, the independent variable. Finally, the regression analysis was done with turnover intention as the dependent variable, job satisfaction as the mediating variable and hierarchy culture as the independent variable. The values obtained are shown in Table 6.8.

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Equation 1:   MV = Job Satisfaction
                   IV = Hierarchy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571[a]	.326	.351	.05600112

a. Predictors: (Constant), Hierarchy

Table 6.8 (a)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.119	.023		4.321	.004
	Hierarchy	.417	.047	.426	8.987	.000

a. Dependent Variable: Overall_job_satisfaction

Table 6.8 (b)

Equation 2:   DV = Turnover Intentions

IV = Hierarchy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421[a]	.210	.231	0.00258641

a. Predictors: (Constant), Hierarchy

Table 6.8 (c)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.811	.014		.000	.000
	Hierarchy	-.502	.043	-.493	-4.996	.000

a. Dependent Variable: Turnover_intention

Table 6.8 (d)

Equation 3:   DV = Turnover Intentions

IV = Hierarchy Culture

MV = Job Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545[a]	.298	.27	.01245445

a. Predictors: (Constant), Overall_job_satisfaction, Hierarchy

Table 6.8 (e)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.863	.247		-1.782	.001
	Hierarchy	-.316	.023	-.327	-1.667	.000
	Overall_job_satisfaction	-.587	.027	-.594	-7.718	.000

a. Dependent Variable: Turnover_intention

Table 6.8 (f)

Table 6.8(a)(b)(c)(d)(e)(f) Regression test to check Job satisfaction as mediator between Hierarchy culture and Turnover Intention

It is evident from Table 6.8 the beta values (ß) are all significant including hierarchy culture in the simultaneous equation, and value of the beta (ß) for hierarchy culture in the simultaneous regression is greater than the value of beta value (ß) for hierarchy culture in the second equation fro regression. Hence, the relation of hierarchy culture and turnover intention is *not* mediated by job satisfaction.

6.4.4 Mediation of Overall Organisational Commitment between Clan Culture and Turnover Intention

The Hypothesis 7(a) states that organisational commitment acts as a mediator between clan type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of clan culture to intention to quit. The individuals working in a clan culture type of organisations are supposed to be more content which results in lower intention to quit.

The mediation analysis is done by regressing the mediator that is the organisational commitment on the clan culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on clan culture, the independent variable. Finally, the regression analysis was done with

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turnover intention as the dependent variable, organisational commitment as the mediating variable and clan culture as the independent variable. The values obtained are shown in Table 6.9.

Equation 1: MV = Organisational commitment

IV = Clan Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.571[a]	.326	.34	.00451726

a. Predictors: (Constant), Clan

Table 6.9 (a)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.206	.048		2.064	.000
	Clan	.412	.006	.433	8.161	.001

a. Dependent Variable: Overall_org_commitment

Table 6.9 (b)

Equation 2: DV = Turnover Intentions

IV = Clan Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.44[a]	.200	.251	0.00250517

a. Predictors: (Constant), Clan

Table 6.9 (c)

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	-3.924	.003		.000	.000
	Clan	-.444	.003	-.484	-5.526	.006

a. Dependent Variable: Turnover_intention

Table 6.9 (d)

Equation 3: DV = Turnover Intentions

IV = Clan Culture

MV = Organisational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.639^a	.409	.448	.069854

a. Predictors: (Constant), Overall_org_commitment, Clan

Table 6.9 (e)

Coefficients^a

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.445	.028		-1.258	.018
	Clan	-.320	.003	-.347	-3.211	.000
	Overall_org_commitment	-.234	.010	-.228	-8.778	.000

a. Dependent Variable: Turnover_intention

Table 6.9 (f)

Table 6.9(a)(b)(c)(d)(e)(f) Regression test to check Organisational commitment as mediator

between Clan culture and Turnover Intention

It is evident from Table 6.9 the beta values (ß) are all significant including clan culture in the simultaneous equation, and value of the beta (ß) for clan culture in the simultaneous regression is lesser than the value of beta value (ß) for clan culture in the second equation fro regression. Hence, the relation of clan culture and turnover intention is *partially* mediated by organisational commitment.

6.4.5 Mediation of Overall Organisational Commitment between Adhocracy Culture and Turnover Intention

The Hypothesis 7(b) states that organisational commitment acts as a mediator between adhocracy type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of adhocracy culture to intention to quit. The individuals working in an adhocracy culture type of organisations are supposed to be more content which results in lower intention to quit.

The mediation analysis is done by regressing the mediator that is the organisational commitment on the adhocracy culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on adhocracy culture, the independent variable. Finally, the regression analysis was done with turnover intention as the dependent variable, organisational commitment as the mediating variable and adhocracy culture as the independent variable. The values obtained are shown in Table 6.10.

Equation 1:   MV = Organisational Commitment

IV = Adhocracy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.446ᵃ	.199	.222	.069329

a. Predictors: (Constant), Adhocracy

Table 6.10 (a)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.119	.022		2.545	.000
	Adhocracy	.532	.038	.544	7.213	.000

a. Dependent Variable: Overall_org_commitment

Table 6.10 (b)

Equation 2: DV = Turnover Intentions

IV = Adhocracy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.499[a]	.249	-.243	0.00644513

a. Predictors: (Constant), Adhocracy

Table 6.10 (c)

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-5.462	.014		.000	.001
	Adhocracy	-.502	.043	-.493	-5.526	.000

a. Dependent Variable: Turnover_intention

Table 6.10 (d)

Equation 3: DV = Turnover Intentions

IV = Adhocracy Culture

MV = Organisational Commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.456[a]	.208	.19	.00881423

a. Predictors: (Constant), Overall_org_commitment, Adhocracy

Table 6.10 (e)

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.842	.041		-2.424	.004
Adhocracy	-.217	.011	-.248	-3.221	.000
Overall_org_commitment	-.718	.042	-.725	-11.926	.000

a. Dependent Variable: Turnover_intention

Table 6.10 (f)

Table 6.10(a)(b)(c)(d)(e)(f) Regression test to check Organisational commitment as mediator between Adhocracy culture and Turnover Intention

It is evident from Table 6.10 the beta values (ß) are all significant including adhocracy culture in the simultaneous equation, and value of the beta (ß) for adhocracy culture in the simultaneous regression is lesser than the value of beta value (ß) for adhocracy culture in the second equation fro regression. Hence, the relation of adhocracy culture and turnover intention is *partially* mediated by organisational commitment.

6.4.6 Mediation of Overall Organisational Commitment between Hierarchy Culture and Turnover Intention

The Hypothesis 7(d) states that organisational commitment acts as a mediator between hierarchy type of culture and the turnover intention of the employees. It has a mediating role as it explains the reason of relation of hierarchy culture to intention to quit. The individuals working in a hierarchy culture type of organisations are supposed to be less content which results in higher intention to quit.

The mediation analysis is done by regressing the mediator that is the organisational commitment on the hierarchy culture variable which is the independent variable in this case. Next, the turnover intention which is the dependent variable was regressed on hierarchy culture, the independent variable. Finally, the regression analysis was done with turnover intention as the dependent variable, organisational commitment as the

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mediating variable and hierarchy culture as the independent variable. The values obtained are shown in Table 6.11.

Equation 1:   MV = Organisational commitment

IV = Hierarchy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538a	.289	.310	.0458845

a. Predictors: (Constant), Hierarchy

Table 6.11 (a)

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.286	.047		7.781	.001
	Hierarchy	.456	.007	.478	8.987	.000

a. Dependent Variable: Overall_org_commitment

Table 6.11 (b)

Equation 2:   DV = Turnover Intentions

IV = Hierarchy Culture

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.421a	.210	.231	0.00258641

a. Predictors: (Constant), Hierarchy

Table 6.11 (c)

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Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-7.811	.014		.000	.000
	Hierarchy	-.502	.043	-.493	-4.996	.000

a. Dependent Variable: Turnover_intention

Table 6.11 (d)

Equation 3:   DV = Turnover Intentions

IV = Hierarchy Culture

MV = Organisational commitment

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.545^a	.298	.27	.01245445

a. Predictors: (Constant), Overall_org_commitment, Hierarchy

Table 6.11 (e)

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.342	.012		-2.456	.004
	Adhocracy	-.021	.034	-.018	-1.227	.311
	Overall_org_commitment	-.567	.027	-.574	-9.664	.000

a. Dependent Variable: Turnover_intention

Table 6.11 (f)

Table 6.11(a)(b)(c)(d)(e)(f) Regression test to check Organisational commitment as mediator between Hierarchy culture and Turnover Intention

It is evident from Table 6.11 the beta values (ß) are all significant excluding hierarchy culture in the simultaneous equation, and value of the beta (ß) for hierarchy culture in the simultaneous regression is lesser than the value of beta value (ß) for hierarchy culture in the second equation for regression. Hence, the relation of hierarchy culture and turnover intention is *fully* mediated by organisational commitment.

CHAPTER 07: DISCUSSION OF RESULTS

The chapter presents all the major inferences derived from the study and gives an explanation of the findings. It provides a clear glance into the relation that exists among culture of the organisation, employee's satisfaction with the job, his commitment with his organisation and his intention to quit.

7.1   MAIN INFERENCES DERIVED FROM THE RESEARCH

The inferences derived from the dissertation by conducting data analysis of 146 employees from various companies are presented in Table 7.1. It concludes the findings of the hypotheses testing conducted on the data collected.

Hypotheses	Result
H1: Positive relation exists between job satisfaction and organisational commitment.	Supported
H2: Negative relation exists between job satisfaction and turnover intention.	Supported
H3: Negative relation exists between organisational commitment and turnover intention.	Supported
H4 (a): Job satisfaction positively relates to organisations dominated by clan type culture.	Supported
H4 (b): Job satisfaction positively relates to organisations dominated by adhocracy type culture.	Supported
H4(c): Job satisfaction negatively relates to organisations dominated by market type culture.	Supported
H4 (d): Job satisfaction negatively relates to organisations dominated by hierarchy type culture.	Supported
H5 (a): Organisational commitment positively relates to organisations dominated by clan type culture.	Supported
H5 (b): Organisational commitment positively relates to organisations dominated by adhocracy type culture.	Supported
H5 (c): Organisational commitment negatively relates to organisations dominated by market type culture.	Supported
H5 (d): Organisational commitment negatively relates to organisations dominated by hierarchy type culture.	Not Supported
H6 (a): Job satisfaction acts as a mediator between clan type culture and turnover intention.	Partial Mediation Supported
H6 (b): Job satisfaction acts as a mediator between adhocracy type culture and turnover intention.	Full Mediation Supported
H6(c): Job satisfaction acts as a mediator between market type culture and turnover intention.	Not Supported
H6 (d): Job satisfaction acts as a mediator between hierarchy type culture and turnover intention.	Not Supported
H7 (a): Organisational commitment acts as a mediator between clan type culture and turnover intention.	Partial Mediation Supported
H7 (b): Organisational commitment acts as a mediator between adhocracy type culture and turnover intention.	Partial Mediation Supported
H7(c): Organisational commitment acts as a mediator between market type culture and turnover intention.	Not Supported
H7 (d): Organisational commitment acts as a mediator between hierarchy type culture and turnover intention.	Full Mediation Supported

Table 7.1: Comparison of Hypothesis Testing

7.2 APPLICABILITY OF THE COMPETING VALUES FRAMEWORK OF ORGANISATIONAL CULTURE IN INDIAN CONTEXT

The major objective of the dissertation and of the objective H1 was to main aim of the study and objective H1 was to evaluate the application of Competing Value Framework developed by Quinn and Rohrbaugh's in an Indian context.

The exploratory factor analysis was used to test the validity and the reliability of the constructs which were developed in the western part of the world. The variables used in the study were also examined to identify their factor structure. The factor extracted while conducting factor analysis were compared to similar studies that were conducted using the same questionnaire and it was found that a similar kind of factor structure was obtained.

Hence, the appropriateness of the competing value framework and its applicability to Indian context was verified as the research showed to have similar psychometric characteristics as that of earlier researches conducted in the western world.

The Kaiser-Meyer-Olkin test or the KMO which measures the adequacy of the sample and the appropriateness of the distribution to perform EFA was also 0.864. Barlett's test of sphericity was also found out to be significant. Hence it can be confidently said the EFA conducted was valid. The analysis using Principal component factoring showed that 4 factors with eigen values more than one explained considerable percentage of variability in the data. The findings from EFA displayed that the variables forming the Organisational culture assessment index were grouped into 4 components or factors which were hierarchy culture, market culture, adhocracy culture and clan culture.

Therefore, the findings showed that the organisational culture assessment index measures what it is intended to measure.

7.3 THE ORGANISATIONAL CULTURE PROFILE OF THE ORGANISATIONS OPERATING IN INDIA

The data analysis displayed that the India's company's cultural profile is mostly characterized by the market type of culture. The dominant culture in Indian Government sector is Hierarchy. This is mainly because of the reason that the companies are still tied up in tall organisational structures with authority and power flowing from top to bottom. The rules, regulations and policies restrict companies to do innovations and make independent decisions according to the market conditions. The private Indian and foreign company are driven by market conditions and hence follow market culture.

7.4 THE LINK BETWEEN JOB SATISFACTION, ORGANISATIONAL COMMITMENT AND TURNOVER INTENTION

The data was analysed to scan the link among the three variables and to examine the hypothesis for their trueness.

7.4.1 Job Satisfaction and Organisational Commitment

Previous studies have shown the presence of a positive relation among employee's satisfaction with his job and his commitment to the organisation. Hence, the research has hypothesised that job satisfaction and organisational commitment are positively correlated.

The analysed data from the sample of employees proved the hypothesis to be true. Organisational commitment was found to be positively related to job satisfaction. Even the two sub types of commitment that is affective and continuance commitment were checked for their relation with job satisfaction. It was discovered that only one of them which is affective commitment has a significant and a positive relation with job

satisfaction. While the continuance commitment to the organisation is based on the estimated cost of changing job, affective commitment is related to affection with the place of work. India being a nation with great emphasis on relationships, bonds and emotional ties, affective commitment is the obvious reason of people to stay in the company.

7.4.2 Job Satisfaction and Turnover Intention

Many studies have attributed the cause of turnover in any organisation to dissatisfaction with one's job. (Mobley, 1977; Mobley & Fisk, 1982). Hundreds of researches' have shown the link between hob satisfaction and intention to quit and the hypothesis of negative correlation among them was formulated.

The results obtained after analysing the data confirmed the link between employee's satisfaction with the job and their intention to quit. It was revealed that they displayed a negative relation among each other thereby proving the hypothesis to be true. Also, when the various factors concerning the job satisfaction like the pay, working conditions, supervisor support etc were analysed to find their relationship with the intention to quit it was displayed that they also had a negative link with the intention to quit the job.

The inferences obtained were in accordance with the findings of the previous researches carried out on the topic.

Firstly, contentment with the salary given characterizes justice in payment system of the organisation. It implies satisfaction with the salary is dealt fairly and hence the employees feel enthusiastic to work in the organisation and hence the intention to quit is low (Spector, 1997). Next important determinant of job satisfaction is promotion opportunities. If an employee see abundant opportunities of career progression in the organisation he might not look outside for other job that have better opportunities of promotion. (Robbins, 1998; Spector, 1997).

Another determinant of satisfaction with the job is formed by the benefits and rewards given by the company to the employee. If an employee get sufficient acknowledgement for the work he does he tends to have less negative feelings about the job and lower intention to quit. The results were consistent with the study done by (Westlund & Hannon, 2008) in which they demonstrated the negative relation of the rewards with the intention to quit and the study done by Dale and Olsen (2006) which also showed the same relation.

The inferences from the other factors of job satisfaction conveyed the same findings. The contentment with the conditions existent at the work had an inverse link with the intention to quit. It's justified by the fact that the individuals who have a good and a safe perception about their workplace have less intention to quit the job. (Robbins, Judge, Odendaal, & Roodt, 2009).

Contentment with supervisor also had the same relation as that of other factors and so did the nature of work and people had. (Spector, 1997).

7.4.3 Organisational Commitment and Turnover Intention

Organisation commitment which is defined as an attachment to one's job was hypothesised to have a negative relationship with the intention to quit.

The data was analysed and it was proved that the hypothesis holds true which is consistent with the findings from the previous studies. Moreover, the two sub factors of commitment that is affective and continuance which were discovered I factor analysis were also found to be having a negative relationship with the intention to quit. It was also derived that affective commitment had a stronger correlation than the continuance commitment as found out in previous researches as well. (Meyer et al., 2002).

7.5 THE IMPACT OF ORGANISATIONAL CULTURE

Many studies have pointed the impact of organisation's culture over various organisational attributes including satisfaction with one's job and their commitment with the job (Mobley, 1977; Mobley & Fisk, 1982). Some of the objectives of the study related to testing the hypothesis of impact of different cultural types on job satisfaction and organisational commitment.

7.5.1 Organisational Culture and Job Satisfaction

Many of the researches conducted earlier have showed the link between culture of an organisation and the employee's contentment with the job. To take into consideration, Lund (2003) also conducted a research in which he utilized the competing value framework to establish the link of organisation's culture and the job satisfaction. Similarly in this dissertation the findings have shown to have positive relationship of clan and adhocracy culture with job satisfaction and a negative relationship of market and hierarchy type culture with job satisfaction. Similar results had also been shown by San Park and Kim (2009) when they conducted their research in South Korea.

Clan culture is a type of culture where people hare united through mutual trust and familial bonds and ties (Lund, 2003). The inferences of the research proved the hypothesis that a culture with focus on relationships leads to high satisfaction with the job. An adhocratic type of culture is characterized by innovative working style which involves risk taking. This type of culture keeps the employees under stress to always invent something new and innovative but also gives them enough freedom to pursue their interests and take their own decisions/ Hence, such culture's lead to contentment with one's job as an individual is given enough independence to do what it seems to be correct and for the benefit of the organisation.

Market type of culture has highly stressed environment with constant pressure to achieve the targets. People have to work hard to achieve the goals set by them. Such

constant pressure and stress to always perform up to the mark, leads to dissatisfaction with the work place.

As far as hierarchy culture is concerned it is related to a structure where there are formal rules and procedure and strict adherence to the policies is there. There are definitive levels of hierarchy which have to be followed. This leads to discontentment with job as a person feels to be bound by these structures and is unable to take decisions and actions without going through series of formalized procedures. This relation was confirmed by validating the hypothesis.

7.5.2 Organisational Culture and Organisational Commitment

An organisation's culture is also one of the influencing factors of an employee's commitment to the job. If the culture of the organisation pleases him/her, he/she shall remain committed to the organisation for a longer time and vice a versa. Based on the previous researches, it was hypothesised that clan culture and adhocracy culture types have a positive link with an individual's commitment to the job, while hierarchy and market culture types show an inverse impact on organisational commitment.

The results of the study were in accordance with the hypothesis proving them to be true except in the case of hierarchy type culture where it's positively related to organisational commitment. It may be because of the reason that India according to *Individualism vs. Collectivism* dimension scored low and hence is a collectivist country. Hence, employees have higher commitment to the organisation that have collectivist values. The people usually working in government sector with hierarchy culture have high commitment to organisation due to perceived advantages of a government job irrespective of the actual job satisfaction. Similarly, Adhocracy also had a positive relationship.

Finally, the type of culture that is market culture was negatively related which was in accordance to the hypothesis. This can be attributed to the reason that market culture is

a type where there is more focus on results rather than people. Hence people feel detached and are less committed to their companies.

7.6 THE MEDIATING ROLE OF JOB SATISFACTION ON TURNOVER INTENTION

Literature has pointed out that there is a significant relationship between organisational culture and job satisfaction on the one hand, and between job satisfaction and turnover intention, on the other. Consequently, one could argue that changes in organisational culture would lead to changes in the levels of job satisfaction and in turn in the levels of turnover intention.

Clan culture is associated with attributes of flexibility, teamwork, and corporate commitment to employees. These attributes are expected to positively affect overall job satisfaction which, in turn, leads to less thought towards leaving the organisation. The hierarchical regression analysis conducted on the whole sample of employees of indicated that overall job satisfaction partially mediates the relationship between clan culture and turnover intention.

The other type of organisational culture is adhocracy culture which shares some attributes of clan culture. Organisations dominated by adhocracy culture tend to have flexible work environments. In addition, employees working in such organisations are encouraged to be creative, innovate, and take risks. Employees working in organisations dominated by adhocracy culture are expected to have high levels of overall job satisfaction. Therefore, it was hypothesised that is less likely for such employees to develop turnover intention in organisations dominated by adhocracy culture. To test the hypothesised mediational role of overall job satisfaction on the relationship between adhocracy culture and turnover intention, a hierarchical regression analysis was conducted. The results of this analysis revealed that overall job

satisfaction fully mediates this relationship between adhocracy culture and turnover intention among employees.

Following analyses performed on clan and adhocracy culture types, market culture was tested to assess its influence on turnover intention. Market culture is characterised by its external orientation towards competition and productivity. It was hypothesised that market culture will negatively affect overall job satisfaction which, in turn, will lead to more intentions of leaving among employees. As discussed previously, given the lack of significant association between market culture and turnover intention which is considered a violation of one of the mediation conditions suggested by Baron and Kenny (1986), it was not possible to support this hypothesis. This finding suggests that market culture does not exhibit any influence on turnover intention among employees of companies operating in India as people are focussed upon their own achievements and even if high satisfaction in job is there, there is no guarantee of the person to be committed to the job.

The last culture type that was tested in regards to the mediational role of overall job satisfaction was hierarchy culture. Hierarchy culture is characterised by the classical attributes of bureaucracy; rules, hierarchy and accountability. In organisations dominated by hierarchy culture, standardised rules and procedures determine what employees do. The primary reason for adopting such highly formalised and structured work environment revolves on maintaining long-term efficiency, stability and predictability. Organisations dominated by hierarchy culture that emphasises control and stability, and aggressiveness may be considered by employees as a ruthless work place where overall job satisfaction is more likely to deteriorate (Shellenbarger, 2000). It is well established that overall job satisfaction is negatively associated with turnover intention. Therefore, it was hypothesised that employees who perceive their companies to be dominantly characterised by hierarchy culture are more likely to leave as a result of low levels of overall job satisfaction.

This mediational role of overall job satisfaction was tested using a hierarchical regression analysis. The results of this analysis indicated that overall job satisfaction doesn't mediate this relationship between hierarchy culture and turnover intention among employees as the employees might not have high job satisfaction still they remain with the organisation mainly because of perceived ease of job and while only pay and promotion and nature of work and people was negatively correlated with culture the other terms still had positive relation with it which might outweigh the other factors to cause high commitment to the organisation.

7.7 THE MEDIATING ROLE OF ORGANISATIONAL COMMITMENT ON TURNOVER INTENTION

The relationship between organisational commitment and organisational culture is well reported in many studies. In addition, literature has pointed out to the significant relationship between organisational commitment and turnover intention.

Clan culture is focused on flexible and supportive work environments. It was hypothesised that employees who perceive their organisations to be dominated by clan culture to be more committed and consequently less likely to leave them. The results of regression analysis highlighted that overall organisational commitment partially mediates the relationship between clan culture and turnover intention among employees. The partial mediation suggests that clan culture directly affects turnover intention in addition to its affect through overall organisational commitment.

Following the analysis performed on clan culture, in order to assess the hypothesised mediational role of overall organisational commitment on the relationship between adhocracy culture and turnover intention, a hierarchical regression analysis was performed. The results of this analysis showed that overall organisational commitment partially mediates this relationship between adhocracy culture and turnover intention among employees.

As discussed previously, in case of market culture it was not possible to test the mediation hypothesis given the lack of significant association between market culture and turnover intention whether in the sample of employees

Finally, the mediational role of overall organisational commitment in the relationship between hierarchy culture and turnover intention was assessed. To maintain long-term efficiency, stability and predictability, organisations with hierarchy culture follow build formalised and structured work environments. These work environments might lead to high levels of overall organisational commitment. The link between turnover intention and overall organisational commitment is well established in the literature. Most studies indicate to an inverse relationship between these two variables. Therefore, it was hypothesised that employees who perceive their companies to be dominantly characterised by hierarchy culture are more likely to stay as a result of high levels of overall organisational commitment. The hypothesised mediational role of overall organisational commitment was tested which indicated that overall organisational commitment fully mediates this relationship between hierarchy culture and turnover intention.

CHAPTER 08: CONCLUSIONS, LIMITATION AND RECOMMENDATIONS

8.1   INTRODUCTION

The chapter goes through all the major objectives of the dissertation and summarizes the findings. The limitations of the study and recommendations for further study are also provided in the chapter.

8.2   REVIEW OF THE OBJECTIVES OF THE STUDY

The section reviews the major objectives of the dissertation and concludes the findings derived in the study.

(1) To evaluate the application of Competing Value Framework developed by Quinn and Rohrbaugh's in an Indian context.

The major purpose of the dissertation was to check the applicability of competing value framework in the Indian context as it had been developed in the western settings. For this purpose, exploratory factor analysis was performed which validated the applicability of this framework in the Indian context.

(2) To find out dominant culture type in prevalent in companies operating in India

Organisational culture assessment index which was developed by Quinn and Cameron was used to identify the profile of companies operating in India. The analysis of day showed that India is mainly characterized by a market type culture. The findings indicated that companies belong to a cultural background which emphasis on results and meeting deadlines and uses the external environments to devise its strategies. It considers it external environment as a pool of opportunities and threats and hence tries to derive its basis for strategy from the environment itself rather than putting focus on its inter competencies.

(3) To identify the presence and degree of any influence of organisational commitment and job satisfaction on turnover intention among employees of companies operating in India.

The findings from the analysis of data showed that both employee's satisfaction with the job and his commitment negatively link to intention to quit. That is if an employee is dissatisfied with the job he is more probable to quit his job and vice versa. In case of commitment too if a person is more attached to the company he will have lower probability of quitting his job. The findings also showed a higher impact of commitment to the organisation on intention to quit than job satisfaction with correlation coefficient of job contentment with the intention to quit being (-.549, p<.01) and with commitment being (-.308, p<.01).

 (4) To identify the presence and degree of any influence of organisational culture on job satisfaction and organisational commitment among employees of companies operating in India.

The four subtypes of culture that were obtained in EFA were analysed to see their effect on contentment with the job and commitment to the job. The findings revealed that as according to the hypothesis clan and adhocracy culture were related positively to both of them while the other two had a negative influence.

(5) To identify the presence and extent of mediation of job satisfaction and organisational commitment between organisation culture and turnover intention among employees of companies operating in India.

The checking of the mediation relation of satisfaction with the job and the commitment to the job between an organisation's culture and the turnover intention was one of the objectives of the study. The results showed that contentment with the job mediates the

link between clan type of culture and intention to quit partially and fully in the case of adhocracy culture. It was found that the Market type of culture didn't had any mediation effects on the intention to quit as it didn't satisfy the pre-conditions of Baron and Kenny and hierarchy culture had no mediating impact on the intention to quit through job satisfaction.

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In case of commitment to the organisation, the findings suggested that it mediated the relation in case of clan and adhocracy culture type cultures but had no influence in case of market type culture as it didn't satisfy the pre-conditions of Baron and Kenny and hierarchy culture had full mediating impact on the intention to quit through organisational commitment.

8.3 LIMITATIONS OF THE STUDY

There were some limitations found to the study which are as follows:

1. As the respondents are extremely busy with work, it was very difficult for them to take out time to mark the responses. Due to time constraint some respondents might not have thought deeply before marking their responses. Also, due to constraint of time only limited numbers of responses were collected.

2. I had to do thorough researches and try out different data analysis software such as SPSS in generating analysis conclusions. I, being a novice in this field might have missed out some inferences that could be possible.

3. The third limitation of the dissertation is because of the attributes of the employees surveyed as they belong to companies present in the capital city Delhi only rather than pan India level. Hence, there might be some deviation from the result as other states have not been taken into account.

8.4 RECOMMENDATIONS FOR FURTHER RESEARCH

1. The dissertation used a small sample of employees only in the capital city of India. This research can be further extended to include other parts of country.

2. The major goal of the dissertation was to test the mediating relationships between the variables. An approach as suggested by Baron and Kenny was used. However, many studies have argued that this method is just a basic check and further analysis should be check by using advanced procedures like Structural Equation Modelling (SEM).

3. The research can be extended to analyse the relationship and mediation effects at sub category level of each company type individually to obtain a better insight of the relationships. For ex. The mediation effect of job contentment between culture and turnover intention can be found out for government organisations, private Indian and private foreign independently. Similar researches can also be carried out at sector level (For ex. IT sector, bank sector etc.).

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ADHERENCE SHEET

Particulars	Last Date	Signature of Mentors	
Title of the Project/Area of Topic Finalization	19-Jan-15		
Literature Review/Objectives of the study	02-Feb-15		
Methodology	16-Feb-15		
Questionnaire/Data Collection tools	02-Mar-15		
Data Collection	23-Mar-15		
Analysis	13-Apr-15		
Conclusion and Recommendations	20-Apr-15		
First Draft	27-Apr-15		
Final Report/Binding and Submission	02-May-15		

APPENDIX I

Descriptive Statistics

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Cul_1	146	3.5959	1.13002	-1.303	.201	.732	.399
Cul_2	146	2.9041	1.09121	.225	.201	-.627	.399
Cul_3	146	3.8836	1.04723	-1.335	.201	1.586	.399
Cul_4	146	3.3767	1.19851	-.740	.201	-.307	.399
Cul_5	146	3.1301	1.02563	-.187	.201	-.968	.399
Cul_6	146	3.0890	1.13211	-.061	.201	-1.214	.399
Cul_7	146	3.7808	1.02717	-.941	.201	.887	.399
Cul_8	146	3.3425	1.18286	-.720	.201	-.300	.399
Cul_9	146	3.1575	1.14884	-.037	.201	-.969	.399
Cul_10	146	3.0205	1.28369	.100	.201	-1.327	.399
Cul_11	146	3.6507	1.08018	-.929	.201	.458	.399
Cul_12	146	3.3493	1.25721	-.751	.201	-.499	.399
Cul_13	146	2.9658	1.25073	.001	.201	-1.308	.399
Cul_14	146	2.8562	1.26486	.005	.201	-1.370	.399
Cul_15	146	3.5479	1.18078	-.664	.201	-.241	.399
Cul_16	146	3.5685	1.11360	-.934	.201	.221	.399
Cul_17	146	3.0685	1.13050	-.339	.201	-.968	.399
Cul_18	146	2.8562	1.26486	-.078	.201	-1.408	.399
Cul_19	146	3.6096	1.08516	-.976	.201	.581	.399
Cul_20	146	3.4932	1.10327	-1.076	.201	.515	.399
Cul_21	146	3.1027	1.16696	-.229	.201	-1.002	.399
Cul_22	146	2.6781	1.29687	.312	.201	-1.195	.399
Cul_23	146	3.5685	1.13810	-.598	.201	-.140	.399
Cul_24	146	3.7055	1.07747	-.629	.201	-.014	.399
JS_1	146	2.6781	1.40901	.245	.201	-1.275	.399
JS_2	146	2.9384	1.14001	.009	.201	-.539	.399
JS_3	146	3.3493	1.19535	-.263	.201	-.806	.399
JS_4	146	3.0000	1.52677	-.083	.201	-1.552	.399
JS_5	146	3.0753	1.34465	-.104	.201	-1.161	.399
JS_6	146	3.1712	1.39635	-.280	.201	-1.158	.399
JS_7	145	3.4276	1.27336	-.665	.201	-.728	.400
JS_8	145	3.1793	1.34716	-.384	.201	-1.140	.400
JS_9	146	2.9726	1.38934	-.232	.201	-1.433	.399
JS_10	146	2.3973	1.34667	.514	.201	-1.148	.399
JS_11	146	2.6781	1.44764	.151	.201	-1.438	.399
JS_12	146	2.6986	.99910	.090	.201	-.398	.399
JS_13	144	3.9653	.97818	-.975	.202	.458	.401
JS_14	146	3.3425	1.24534	-.807	.201	-.472	.399
JS_15	146	2.7123	1.22592	.385	.201	-1.008	.399

JS_16	146	2.9863	1.35436	-.245	.201	-1.378	.399
JS_17	146	2.7466	1.40350	.022	.201	-1.527	.399
JS_18	146	3.2192	1.27303	-.237	.201	-1.204	.399
JS_19	146	3.3288	1.24352	-.474	.201	-1.042	.399
JS_20	146	2.7877	1.11546	.521	.201	-.957	.399
JS_21	145	3.1724	1.18054	-.058	.201	-.833	.400
JS_22	146	3.3973	1.17138	-.715	.201	-.578	.399
JS_23	146	2.9452	1.37355	.051	.201	-1.421	.399
JS_24	145	3.2276	1.33721	-.019	.201	-1.518	.400
JS_25	146	3.0205	1.33116	-.074	.201	-1.373	.399
JS_26	146	3.5959	1.30029	-.719	.201	-.751	.399
JS_27	145	3.1586	1.36257	-.125	.201	-1.360	.400
JS_28	146	2.9452	1.33277	.013	.201	-1.308	.399
JS_29	146	3.4041	1.42189	-.321	.201	-1.355	.399
JS_30	146	3.5274	1.19306	-.572	.201	-.706	.399
JS_31	146	3.0068	1.43116	.088	.201	-1.425	.399
JS_32	146	3.3151	1.38342	-.361	.201	-1.207	.399
JS_33	146	2.6507	1.24619	.301	.201	-1.060	.399
JS_34	146	3.3356	1.16428	-.684	.201	-.725	.399
JS_35	144	3.2708	1.23026	-.395	.202	-1.067	.401
JS_36	146	3.2534	1.32775	-.298	.201	-1.169	.399
Com_1	146	3.3288	1.36513	-.549	.201	-1.052	.399
Com_2	146	3.3767	1.29263	-.345	.201	-1.152	.399
Com_3	146	3.1712	1.18240	-.236	.201	-1.057	.399
Com_4	146	2.9932	1.56468	-.076	.201	-1.574	.399
Com_5	146	3.5274	1.29825	-.655	.201	-.881	.399
Com_6	143	3.3566	1.36560	-.434	.203	-1.215	.403
Com_7	146	3.2466	1.18939	-.041	.201	-1.151	.399
Com_8	144	2.9375	1.43979	.011	.202	-1.368	.401
Com_9	146	3.3767	1.31380	-.246	.201	-1.193	.399
Com_10	146	2.8082	1.62445	.276	.201	-1.600	.399
Com_11	146	3.0890	1.68532	-.194	.201	-1.687	.399
Com_12	146	3.1233	1.33850	-.351	.201	-1.295	.399
Com_13	146	3.0416	1.48499	-.200	.201	-1.472	.399
Com_14	146	3.0479	1.40114	-.102	.201	-1.473	.399
Com_15	143	3.6503	1.35967	-.706	.203	-.894	.403
Com_16	146	3.1507	1.32010	-.227	.201	-1.211	.399
Com_17	146	3.2055	1.44756	-.393	.201	-1.313	.399
TI_1	146	2.8630	1.50690	.016	.201	-1.576	.399
TI_2	146	3.3904	1.18248	-.698	.201	-.570	.399
TI_3	146	3.0479	1.27215	-.132	.201	-1.155	.399
TI_4	146	2.6918	1.38248	.094	.201	-1.443	.399
TI_5	146	2.9384	1.19321	-.176	.201	-1.107	.399
Valid N (listwise)	129						

APPENDIX II

Questionnaire

Part 1: About Organizational Culture:

In this section we ask you to assess six key dimensions of company's culture. You will be providing a picture of how your company operates and the values that characterise it. No right or wrong answers exist for these questions, just as there is no right or wrong culture. Therefore, be as accurate as you can in responding to the questions.

Please circle a number from 1 to 5 using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Dominant Characteristics					
1. The company is a very personal place. It is like an extended family. People seem to share a lot of themselves	1	2	3	4	5
2. The company is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	1	2	3	4	5
3. The company is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	1	2	3	4	5
4. The company is a very controlled and structured place. Formal procedures generally govern what people do.	1	2	3	4	5

Organizational Leadership					
5. The leadership in the company is generally considered to exemplify mentoring, facilitating, or nurturing.	1	2	3	4	5
6. The leadership in the company is generally considered to exemplify entrepreneurship, innovating, or risk taking.	1	2	3	4	5
7. The leadership in the company is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	1	2	3	4	5
8. The leadership in the company is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	1	2	3	4	5

Management of Employees					
9. The management style in the company is characterized by teamwork, consensus, and participation.	1	2	3	4	5
10. The management style in the company is characterized by individual risk-taking, innovation, freedom, and uniqueness.	1	2	3	4	5
11. The management style in the company is characterized by hard-driving competitiveness, high demands, and achievement.	1	2	3	4	5
12. The management style in the company is characterized by security of employment, conformity, predictability, and stability in relationships.	1	2	3	4	5

Organizational Glue					
13. The glue that holds the company together is loyalty and mutual trust. Commitment to this company runs high.	1	2	3	4	5
14. The glue that holds the company together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	1	2	3	4	5
15. The glue that holds the company together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	1	2	3	4	5
16. The glue that holds the company together is formal rules and policies. Maintaining a smooth-running company is important.	1	2	3	4	5

Strategic Emphases					
17. The company emphasizes human development. High trust, openness, and participation persist.	1	2	3	4	5
18. The company emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	1	2	3	4	5
19. The company emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	1	2	3	4	5
20. The company emphasizes permanence and stability. Efficiency, control and smooth operations are important.	1	2	3	4	5

Criteria of Success					
21. The company defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	1	2	3	4	5
22. The company defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	1	2	3	4	5
23. The company defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is the key.	1	2	3	4	5
24. The company defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	1	2	3	4	5

Part 2: About Job Satisfaction:

For each of the following statements below, please tell us how you feel about your present job, what things are you satisfied with and what things you are not satisfied with.

Please circle a number from 1 to 5 using the scale below:
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement					
1. I feel I am being paid a fair amount for the work I do.	1	2	3	4	5
2. There is a really too little chance for promotion on my job.	1	2	3	4	5
3. My supervisor is quite competent in doing his/her job.	1	2	3	4	5
4. I am not satisfied with the benefits I receive.	1	2	3	4	5
5. When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5
6. Many of our rules and procedures make doing a good job difficult	1	2	3	4	5
7. I like the people I work with.	1	2	3	4	5
8. I sometimes feel my job is meaningless.	1	2	3	4	5
9. Communications seem good within this company.	1	2	3	4	5
10. Raises are too few and far between.	1	2	3	4	5
11. Those who do well on the job stand a fair chance of being promoted	1	2	3	4	5
12. My supervisor is unfair to me.	1	2	3	4	5
13. The benefits we receive are as good as most other company's offer	1	2	3	4	5
14. I do not feel that the work I do is appreciated.	1	2	3	4	5

15. My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5
16. I find I have to work harder at my job because of the incompetence of people I work with	1	2	3	4	5
17. I like doing the things I do at work.	1	2	3	4	5
18. The goals of this company are not clear to me.	1	2	3	4	5
19. I feel unappreciated by the company when I think about what they pay me	1	2	3	4	5
20. People get ahead as fast here as they do in other places.	1	2	3	4	5
21. My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5
22. The benefit package we have is equitable	1	2	3	4	5
23. There are few rewards for those who work here	1	2	3	4	5
24. I have too much to do at work.	1	2	3	4	5
25. I enjoy my co-workers.	1	2	3	4	5
26. I often feel that I do not know what is going on with the company	1	2	3	4	5
27. I feel a sense of pride in doing my job.	1	2	3	4	5
28. I feel satisfied with my chances for salary increases.	1	2	3	4	5
29. There are benefits we do not have which we should have	1	2	3	4	5
30. I like my supervisor.	1	2	3	4	5
31. I have too much paperwork.	1	2	3	4	5
32. I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5
33. I am satisfied with my chances for promotion.	1	2	3	4	5
34. There is too much bickering and fighting at work.	1	2	3	4	5
35. My job is enjoyable	1	2	3	4	5
36. Work assignments are not fully explained.	1	2	3	4	5

Part 3: About Organisational Commitment:

For each of the following statements below, please indicate the extent of your agreement or disagreement by circling a number from 1 to 5 using the scale below:

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement					
1. I would be very happy to spend the rest of my career with this company.	1	2	3	4	5

2. I really feel as if this company's problems are my own.	1	2	3	4	5
3. Right now, staying with my company is a matter of necessity as much as desire.	1	2	3	4	5
4. It would be very hard for me to leave my company right now, even if I wanted to.	1	2	3	4	5
5. I do not feel any obligation to remain with my current employer.	1	2	3	4	5
6. Even if it were to my advantage, I do not feel it would be right to leave my company now.	1	2	3	4	5
7. Too much of my life would be disrupted if I decided I wanted to leave my company now.	1	2	3	4	5
8. I would feel guilty if I left my company now.	1	2	3	4	5
9. I do not feel a strong sense of "belonging" to my company.	1	2	3	4	5
10. I feel that I have too few options to consider leaving this company.	1	2	3	4	5
11. I do not feel "emotionally attached" to this company.	1	2	3	4	5
12. This company deserves my loyalty	1	2	3	4	5
13. I do not feel like "part of the family" at my company.	1	2	3	4	5
14. If I had not already put so much of myself into this company, I might consider working elsewhere.	1	2	3	4	5
15. I would not leave my company right now because I have a sense of obligation to the people in it.	1	2	3	4	5
16. This company has a great deal of personal meaning for me	1	2	3	4	5
17. One of the few negative consequences of leaving this company would be the scarcity of available alternatives.	1	2	3	4	5
18. I owe a great deal to my company.	1	2	3	4	5

Part 4: About Turnover Intention:

We would like to ask you how you feel about your present job, compared with alternative jobs that you may be interested in or able to obtain. For each of the following statements below please circle a number from 1 to 5 using the scale below:
1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

Statement					
1. I intend to leave the company soon.	1	2	3	4	5
2. I plan to leave the company in the next little while.	1	2	3	4	5
3. I will quit the company as soon as possible	1	2	3	4	5
4. I do not plan on leaving the company soon.	1	2	3	4	5
5. I may leave this company before too long.	1	2	3	4	5

Part 4: Demographic Information:

Finally, we would like to know just a little about you so we can see how different types of people feel about the issues we have been examining:

1. Company Type
☐ Indian Government (P.S.U)
☐ Indian Private
☐ Foreign Private

2. Gender
☐ Male
☐ Female

3. Age
☐ < 25
☐ > 45
☐ 26-30
☐ 31-35
☐ 36-40
☐ 41-45

4. Years of Experience
☐ < 5
☐ > 25
☐ 11-15.
☐ 16-20.

- ☐ 21-25.
- ☐ 6-10.

Thank for your time and cooperation in completing this survey!