INTER CULTURE SENSITIVITY: FACILITATING SATISFACTION, JOB INVOLVEMENT AND ORGANIZATIONAL COMMITMENT

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Abstract - The objective of the research is to determine the job satisfaction, job involvement and organizational commitment of 360 cross cultural corporate respondents who were contacted through primary data survey. The precondition was that they had worked for at least two years continuously in the same organisation. The gender profile of the respondents was as follows: 65.6 per cent were males and 34.2 per cent were females. A factor analysis revealed the dominance of the following factors, which were included to measure the regression per cent. These are as follows: Monetary Benefits, Working Conditions, Employer Branding, Leadership and Job Profile. While determining the regression, keeping the dependent variable as Job satisfaction and the above factors as independent variables, it was calculated to be 99%. All the above factors were having high correlation and the H2 or variability explained was as high as 77.6 per cent. The above research concludes the dominance of the factors of leadership, job profile, working conditions, employer branding and monetary benefits as the determinants for job satisfaction, job involvement and organizational commitment.

Keywords - Cross culture, organizational commitment, job satisfaction, monetary benefits, leadership, employer branding, job profile and working conditions.

I. INTRODUCTION

Leadership and Management are known to create an environment for a conducive working in an organization. Research studies undertaken in these related areas have established and reiterated the focus of the feature of a friendly and conducive atmosphere for an enhanced productivity by employees as a diverse workforce.

A culture of conduciveness is necessary along with the facilitation to grow, so that employees work with enthusiasm and motivation. Working climate is the result of an action taken either consciously or unconsciously by a group whose influence is on the behaviour of members of the organization. On the other hand, work climate that appears in an organization is the main factor to determine the development of attitudes and behaviour of employees (Meeusen et al).

The concept of ‘‘organizational commitment’’ has gained attentionmainly because of the negativerelationship between absenteeism, employee turnover andcommitment. Greater organizational commitment has beenlinked to low rates of absenteeism and also better jobperformance (Cohen, 1992). Because of its relationships tothese important outcomes, organizational commitment is oneof the most thoroughly investigated topics in the organizational literature (Sikorska, 2005).

Job involvement has a universal perspective of managing discretionary effort, that is, when employees have choices, they will act in a way that furthers theirorganization’s interests. Job involvement is defined as the degree to which a person identifies psychologically with his orher work and the importance of the work in the person’s total self-image (LodahlT, Kejner M 1965).Research Studies demonstrate that job involvement is strongly affected and can beperceived as a reflection of work experience. Individuals are known to become involved intheir jobs in response to specific characteristics of the work situation.Job satisfaction and organizational commitment are known to have a great impact on the successful performance of an organization.A satisfied and committed employee identifies with the goals and values of the organization, and he is known to put in that extra-effort that plays the crucial role in leading the competition. Job satisfaction is in relation to one’s feelings or state of mind regarding the nature of work. According toKotze and Roodt (2005), a strong correlation has been empirically established between job satisfaction, employee commitment and retention. Organisational commitment is known to be affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationship at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company (Riggio 2009).

Job involvement and organizational commitment were the key structures inCohen’s (2000) study, and there was a strong relationship (r ¼ 0:63) between job involvement and organizational commitment. Such studies are known to reiterate the strong association of job involvement and organizational commitment with workforce productivity.

Hypothesis:

Job satisfactionsignificantly correlates with job/organization commitment among a cross cultural workforce

Job satisfaction among the cross cultural workforce is dependent on factors including monetary incentives, work profile, leadership, work atmosphere and employer branding.

Objectives of this Study:

1. To examine the factors related to job satisfaction of a cross cultural workforce
2. To measure the correlation of organization commitment factors
3. To examine the characteristics of job satisfaction and organizationcommitment factors developed to sensitise the diverse workforce.

Significance of this Study:

1. The study will help to generate features leading to job satisfaction at work
2. The study will sensitise industries with a cross cultural diverse workforce towards characteristics relating to job satisfaction and organization commitment.

Limitations of the Study:

1. The study is limited to companies based in Pune and PimpriChinchwad only.
2. The study is limited to a sample based on judgement and availability only.
3. The study focusses only on areas related to job/organization commitment and job satisfaction as determined by the researcher through review of literature.
4. The interviews in the qualitative analysis are confined to HR heads only and it is assumed that what they have stated is being implemented in organizations.

II. RESEARCH METHODOLOGY

In order to measure areas related to job satisfaction and job/organization commitment among diverse employees, it was decided by the researcher, to undertake the technique of primary data collection. This would be in the form of questionnaires. A detailed questionnaire with 32 statements was prepared. The objective was to measure areas related to job satisfaction and job commitment through the dimensions including job profile, monetary benefits, leadership, working atmosphere and employer branding among employees who comprised a diverse workforce. Research studies have focussed on the above areas which are known to measure the dimensions of job satisfaction and job commitment. For instance, areas asked related to job satisfaction through 24 statements covered the following dimensions: adequate remuneration, promotion avenues, talented supervisor, adequate basket of benefits, recognition for work well done, transparency of systems, a sense of affiliation with the organisation, meaningful and fulfilling work, timely and fair pay raises, appreciation from peers and superiors, clarity of goals and vision, career direction mentoring, a sense of pride, clear and well defined communication, and arousing a sense of passion. The eight statements in association with work commitment related to areas of loyalty, a sense of pride, a sense of passion, alignment of personal values with organizational values, a motivational vision and being a good employer.

After the framing of the questionnaire, it was decided to choose a samplefor the purpose of filling the same. The population comprised all organizations which comprised a workforce of cross culture characteristics in terms of age, gender, education, tier 1/2/3 towns, diverse countries and so on,. Since this was huge, it was decided to choose a sampling methodto represent the same. For the same, a judgemental sampling method was adopted. It implied that using the contacts of the researcher and the willingness and availability of the respondent, the questionnaire would be filled. A cross section data from a judgement sampling method was selected.

After a careful process of organizational selection, which fitted the criteria of having a cross culture workforce through a globalised business operation, 360 respondents were personally contacted for the purpose of filling the questionnaire. These were collated on an excel sheet and SPSS software was run on them, in order to determine the statistical averages, correlations and regression from the same. The diverse choice of organizations under study included IT companies, manufacturing organizations, banks, and pharmaceuticals, all of whom, had a cross cultural workforce and a multinational MNC outlook. These, the researcher believed, were mandatory and a necessary criteria to fulfil the chief objectives of the research.While choosing the organizations, care was taken to choose from a diverse mix- manufacturing, service, MNCs and so on. The questionnaires were subsequently mailed to the respondents through google docs. The respondents were requested to fill the responses through numbers as in a Likert's scale of 1 to 6, where 6 was fully agree and 1 was fully disagree. The statements were framed in a positive tone and in the affirmation style. The responses received were then collated.

III. RESULTS AND ANALYSIS

A total of 360 respondents from nine diverse industries filled the questionnaire completely.

The following is a brief profile of the 360 working respondents, as a primary data collection, through a judgemental sample.

The total males were 237 ie (65.8%) and the total females were 123 ie (34.2%).

In terms of age distribution, 56.4% were between the ages of 30 and 39 years. The overall average age was 31.9 years.

The researcher used version 11 of the SPSS Software to conduct a Principal Component Factor In terms of work experience, 89 respondents (24.7%) had experience between 1 – 4 years, 130 respondents

(36.1%) had experience between 5 – 9 years, 82 respondents (22.8%) had experience between 10- 14 years, 31 respondents (8.6%) had experience between 15 – 19 years, 9 respondents (2.5%) had experience between 20 – 24 years and 19 respondents (5.3%) had experience more than 24 years. It is observed from the above demographic and profile analysis, the dimension of diversity determines the factors related to areas of job satisfaction and job commitment. The coefficient of correlation using Karl Pearson's correlation analyses determined the score at 0.813. This is found to be quite high. The strong association between job satisfaction and job commitment highlights and reinforces the findings by several research studies related to the same. Job commitment has been explained in this analysis through the dimensions of loyalty, communication, value alignment, shared vision and good employer. These are known to drive a strong sense of passion among employees. These findings corroborate the already established research findings of a strong association of job satisfaction and job commitment. Areas related to job satisfaction in terms of pay and promotion, supervisory skill and appreciation, well planned organisational systems, clarity of shared goals and vision of the organization, a sense of identity, pride and camaraderie emanating from the above variables have been validated by a strong sense of loyalty, passion, vision and value alignment.

Diversity in organizations is being increasingly adopted. These facets are related to age, gender, place of origin, qualification and skill areas, and also different sexual orientations. In order to achieve a sense of parity, organizations are known to customise compensation packages, perquisite basket, and offer individual mentors for a customised career design.

Factor Analyses was administered and all variables with more than 0.5 communalities were extracted for Principal Component Factor Analysis. It was seen that variables with more than 1.0 eigen values were all loaded strongly on one factor. The scree plot also depicts the single component factor loading. The five variables extracted namely – monetary benefits, job profile, leadership, work atmosphere and employer branding determine one single dominant factor of Employee Motivation and Morale. H2 or variability explained is as high as 77.612%. These variables are known to strongly correlate to generate as strong sense of job satisfaction. Monetary benefits take the form of comparative compensation, bonus, regular increments and work related commission. These are known to be strong drivers for employee motivation. However this alone is not considered to be a primary determinant of job satisfaction. Research studies indicate the feature of job profile in terms of job description, job rotation, planned career trajectory as key determinants of job profile. Learning and growth areas are known to drive the employee morale and spirit of working. Leadership in terms of generation of trust, credibility, being a role model, coaching managers in organization are significant aspects of employee growth and arousing a sense of passion for work. The components of work atmosphere like designing a clarity of goals, aligning with the values, painting an engaged vision, transparent and employee oriented systems and structures make for a congenial work atmosphere. The dimension of employer branding has been established as a strong driver for generating a sense of identity, status and pride among the work force. The regression analysis results also corroborate the strong association of these variables in generation of Job Satisfaction. R2 is calculated at 99.7%. Job satisfaction as a dependent variable is strongly dependent upon related variables known to determine a single dominant factor. These independent variables are as follows: monetary benefits, job profile, leadership, work atmosphere and employer branding.

Table 1: Component Matrix for job satisfaction.

Question (Scale)	Component 1
Monetary benefits	0.901
Job profile	0.902
Leadership	0.894
Work atmosphere	0.875
Employer branding	0.830

Extraction Method: Principal Component Analysis.

Comments:

The variables that are included with relatively higher loadings (>0.800) in the components are shown in above table.

Component 1 represents the relatively higher scores for monetary benefits, job profile, leadership, work atmosphere and employer branding.

Higher appreciation for monetary benefits, job profile, leadership, work atmosphere and employer branding depicted the better job satisfaction behaviour.

Table 2: The correlation analysis between job satisfaction score and organization commitment score.

Correlation Between	R-value	P-value
Commitment Score And Factor of Job Satisfaction	0.813	0.001^{***}

Correlation by Pearson's method. ***P-value<0.001 (Highly Significant).

There is a direct (positive)and significantcorrelation between factor extracted for job satisfaction and commitment score (P-value<0.001). Higher job satisfaction score (higher monetary benefits, job profile, leadership, work atmosphere and employer branding) is directly associated with higher commitment score among the group of respondents.

Table 3: The regression analysis to find the predictors of job satisfaction score.

Variables in model	beta score	Std Beta	T-value	P-value	$\%R^2$
Constant	0.058	--	0.260	0.795	99.7%
Monetary benefits	3.578	0.252	45.209	0.001	
Job profile	3.528	0.226	40.811	0.001	
Leadership	6.184	0.389	72.921	0.001	
Work atmosphere	2.076	0.150	28.559	0.001	
Employer branding	1.269	0.101	22.325	0.001	
Dependent variable: Job satisfaction score					

Regression analysis shows that the job satisfaction is independently and significantly predicted by higher Monetary benefits, better Job profile, higher Leadership, better Work atmosphere and higher Employer branding (P-value<0.001 for all). The overall $\%R^2$ of the regression model was 99.7% (P-value<0.001) which indicates the reliability of the prediction based on the independent variables .

CONCLUSION

The current research study while investigating the need for cross culture sensitivity in organisations, with its workforce now becoming more and more diverse, for enhancing job/organization commitment and job satisfaction, has contributed a significant insight of the factors required to facilitate the feeling and enhancement of job satisfaction and job/organization commitment. The results of the research study support the hypothesis of a correlation of job satisfaction and job /organization commitment and prediction of job satisfaction through the independent variables of monetary incentives, job profile, leadership, work atmosphere and employer branding and demonstrate the following:

High correlation between job satisfaction (monetary benefits, job profile, leadership, work atmosphere, employer branding) and job/organization commitmentie 0.813.

Factor analysis reveals a single factor loading called job satisfaction with a variance of 77.612% which is quite high. This also indicates the variables of monetary benefits, job profile, leadership, work atmosphere and employer branding, as constituting a single factor of job satisfaction. The scree plot manifests the same.

Regression Analysis shows a % R2 of 99.7% which shows the high reliability of the prediction of independent variables used for predicting job satisfaction.

This study reiterates the necessity of incorporating features in organizations that enhance the sense of job satisfaction and /organization commitment, in order to improve the overall productivity and motivation of employees. The nature of cross culture sensitivity as a diverse workforce in organizations today is here to stay.

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