A Mixed-Method Approach to Exploring the Influence of Organisational Culture on Female Employees' Job Satisfaction in the IT Sector

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Abstract

The Information Technology (IT) sector has become a major driver of economic growth and employment in India. While women's participation in this sector has increased over the years, concerns related to job satisfaction, work–life balance, and long-term retention persist. Organisational culture plays a decisive role in shaping employees' work experiences and satisfaction levels. The present study examines the influence of organisational culture on job satisfaction among female employees in the IT sector by adopting a mixed-method research approach. Quantitative data were collected through structured questionnaires administered to 250 female IT employees, while qualitative insights were obtained through semi-structured interviews with 20 respondents. The findings indicate that supportive leadership, inclusive work practices, transparent communication, and flexible work arrangements significantly enhance job satisfaction among female employees. The study offers practical insights for IT organisations to strengthen organisational culture and promote a more inclusive and satisfying work environment for women.

Keywords: Organisational Culture, Job Satisfaction, Female Employees, IT Sector, Mixed-Method Research

1. Introduction

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The Information Technology (IT) sector has experienced rapid growth over the past few decades and has become one of the most important contributors to economic development,

employment generation, and technological advancement at both global and national levels. In India, the IT industry plays a vital role in strengthening the service sector and enhancing the country's global competitiveness. The sector has created a wide range of professional opportunities and has encouraged the increasing participation of women in technical, managerial, and support roles. As a result, women now form a significant part of the IT workforce, contributing meaningfully to organisational performance and innovation. Despite this increasing participation, female employees in the IT sector continue to face several challenges that affect their job satisfaction and career progression. Issues such as work–life imbalance, high job pressure, long working hours, limited representation in leadership positions, gender bias, and workplace stress are commonly reported. These challenges often lead to dissatisfaction, lower motivation, and higher attrition rates among women employees, thereby affecting their long-term career continuity in the IT industry. Addressing these concerns has become essential for organisations aiming to retain skilled female professionals and promote sustainable growth. Organisational culture plays a crucial role in shaping employees' attitudes, behaviour, and overall work experience. It refers to the shared values, beliefs, norms, and practices that influence how work is performed and how employees interact within an organisation. A positive organisational culture characterised by supportive leadership, open communication, inclusivity, fairness, and flexibility can enhance employee motivation, commitment, and job satisfaction. On the other hand, a rigid, biased, or unsupportive organisational culture may result in stress, dissatisfaction, reduced performance, and increased employee turnover. For female employees in the IT sector, organisational culture becomes even more significant due to the additional professional and personal challenges they encounter. An inclusive and gender-sensitive work culture can help women balance professional responsibilities with personal roles, encourage equal growth opportunities, and create a sense of belonging and security at the workplace. In contrast, an unsupportive culture may intensify existing challenges and negatively affect job satisfaction. In this context, the present study seeks to examine the influence of organisational culture on job satisfaction among female employees in the IT sector. By adopting a mixed-method research approach that combines quantitative analysis with qualitative insights, the study aims to provide a

comprehensive understanding of how organisational culture shapes the job satisfaction of women working in the IT industry. The findings of the study are expected to offer valuable insights for organisations, policymakers, and researchers to develop effective strategies for improving organisational culture and enhancing job satisfaction among female IT professionals.

2. Review of Literature

Organisational culture has been extensively examined in management and behavioural studies as a key factor influencing employee attitudes, job satisfaction, and overall organisational effectiveness. Researchers have consistently found that a positive organisational culture promotes employee commitment, motivation, and performance, while a weak or unsupportive culture contributes to dissatisfaction and high employee turnover. Cultural elements such as supportive leadership, employee involvement in decision-making, open communication, and recognition of performance are strongly associated with higher levels of job satisfaction.

Denison's Organisational Culture Model provides a comprehensive framework for understanding the impact of culture on organisational outcomes. The model identifies four core cultural dimensions, namely Involvement, Consistency, Adaptability, and Mission. Involvement focuses on employee empowerment and teamwork, which enhances a sense of ownership and satisfaction. Consistency emphasises shared values and internal integration, contributing to stability and trust within the organisation. Adaptability reflects the organisation's ability to respond to environmental changes, while Mission highlights clarity of goals and strategic direction. Together, these dimensions play a crucial role in shaping employee satisfaction and organisational performance.

Herzberg's Two-Factor Theory further explains job satisfaction by categorising work-related factors into hygiene factors and motivators. Hygiene factors such as salary, company policies, job security, and working conditions help prevent dissatisfaction but do not necessarily motivate employees. Motivators, including recognition, achievement, responsibility, and opportunities for growth, are essential for enhancing job satisfaction. In the IT sector, organisational culture often functions as a motivator by influencing leadership practices, communication systems, performance recognition, and career development opportunities.

Several empirical studies conducted in the IT industry indicate a strong relationship between organisational culture and job satisfaction. Research suggests that organisations promoting flexibility, inclusive practices, teamwork, and transparent communication tend to report higher satisfaction levels among employees. Studies focusing specifically on women in the IT sector highlight persistent challenges such as work–life imbalance, role conflict, gender bias, and limited representation in leadership positions. These factors significantly influence job satisfaction and career continuity among female employees.

Although existing literature establishes a clear link between organisational culture and job satisfaction, most studies rely predominantly on quantitative methods and examine employees in general rather than focusing exclusively on female professionals. There is limited research that adopts a mixed-method approach to capture both measurable cultural dimensions and the lived experiences of female employees in the IT sector. The present study seeks to bridge this research gap by employing a mixed-method research design, thereby providing a deeper and more comprehensive understanding of how organisational culture influences job satisfaction among female IT employees.

3. Objectives of the Study

The objectives of the study are as follows:

1. To examine the nature of organisational culture in the IT sector

2. To assess the level of job satisfaction among female employees in the IT sector

3. To analyse the influence of organisational culture on job satisfaction of female employees

4. To suggest measures for improving organisational culture and job satisfaction

4. Research Methodology

The present study adopts a mixed-method research design to obtain a comprehensive and balanced understanding of the influence of organisational culture on job satisfaction among female employees in the IT sector. The mixed-method approach was considered appropriate as it allows the integration of quantitative data, which provides measurable and generalisable results, with qualitative data, which offers deeper insights into personal experiences and perceptions.

A convenience sampling technique was employed to select respondents due to accessibility and time constraints. The quantitative component of the study consisted of 250 female employees working in various IT organisations. To supplement the survey findings and gain in-depth insights, 20 respondents from the same population were selected for qualitative data collection through semi-structured interviews.

Primary quantitative data were collected using a structured questionnaire designed on the basis of Denison's Organisational Culture Model, which measures key cultural dimensions, and Spector's Job Satisfaction Scale, which assesses different aspects of job satisfaction. The qualitative data were gathered through semi-structured interviews that focused on respondents' experiences, perceptions, and challenges related to organisational culture, leadership practices, work–life balance, and career growth.

Quantitative data were analysed using descriptive statistics to understand general trends and correlation analysis to examine the relationship between organisational culture and job satisfaction. Qualitative data were analysed using thematic analysis, wherein responses were systematically coded and grouped into themes to identify recurring patterns and meaningful insights. The integration of quantitative and qualitative findings enabled triangulation, thereby enhancing the reliability, validity, and overall robustness of the research results.

5. Findings and Discussion

The quantitative analysis revealed a positive and significant relationship between organisational culture and job satisfaction among female employees in the IT sector. Cultural dimensions such as supportive leadership, teamwork, recognition, and flexible work practices were found to have a strong influence on job satisfaction levels. Female employees working in organisations with inclusive and transparent cultures reported higher levels of motivation and commitment. The qualitative findings complemented the quantitative results by providing deeper insights into female employees' lived experiences. Respondents emphasised the importance of open communication, equal growth opportunities, supportive supervisors, and work–life balance. Many participants noted that flexible work arrangements enabled them to manage professional and personal responsibilities more effectively. The convergence of

quantitative and qualitative findings confirms that organisational culture plays a crucial role in shaping job satisfaction among female employees in the IT sector.

The quantitative analysis indicated a positive and statistically significant relationship between organisational culture and job satisfaction among female employees in the IT sector. Key cultural dimensions such as supportive leadership, effective teamwork, employee recognition, and flexible work practices were found to strongly influence job satisfaction levels. Female employees working in organisations that encouraged participation, fairness, and transparent communication reported higher levels of motivation, commitment, and overall satisfaction with their jobs. These findings suggest that a positive organisational culture contributes significantly to improving the work experience of women in the IT industry.

The qualitative findings further enriched and supported the quantitative results by providing deeper insights into the lived experiences of female employees. Interview respondents highlighted the importance of open and transparent communication, equal opportunities for career growth, supportive supervisors, and a respectful work environment. Many participants emphasised that flexible work arrangements, such as work-from-home options and flexible working hours, played a crucial role in helping them balance professional responsibilities with personal and family commitments. Respondents also noted that inclusive organisational practices fostered a sense of belonging and psychological safety, which positively influenced their job satisfaction.

The integration of quantitative and qualitative findings demonstrates a clear convergence of results, confirming that organisational culture plays a crucial role in shaping job satisfaction among female employees in the IT sector. A supportive, inclusive, and flexible organisational culture not only enhances job satisfaction but also strengthens employee engagement and retention. These findings highlight the need for IT organisations to prioritise cultural practices that address the specific needs and challenges of female employees

6. Conclusion

The present study concludes that organisational culture plays a significant role in influencing job satisfaction among female employees in the IT sector. A positive and inclusive organisational culture contributes to higher levels of job satisfaction by fostering a supportive work environment, reducing workplace stress, and encouraging employee commitment. Cultural factors such as supportive leadership, transparent communication, teamwork, and flexible work practices were found to be particularly important in shaping the work experiences of female employees.

The findings further indicate that organisations which adopt gender-inclusive policies and promote work–life balance are more successful in retaining female talent and enhancing overall employee wellbeing. Such organisations create an environment that supports women's professional growth, motivation, and long-term career development. Therefore, IT organisations need to consciously develop and nurture organisational cultures that recognise the specific needs of female employees. By doing so, organisations can not only improve job satisfaction and retention but also strengthen organisational performance and sustainability.

7. Recommendations

Based on the findings of the study, the following recommendations are suggested to enhance job satisfaction among female employees in the IT sector. Organisations should develop and implement inclusive and gender-sensitive policies that promote equality, fairness, and respect in the workplace. Supportive leadership practices and transparent communication should be encouraged to build trust, motivation, and employee engagement.

IT organisations should also provide flexible work arrangements such as flexible working hours and remote work options to help female employees effectively manage work–life balance. In addition, mentoring programmes, skill development initiatives, and clear career progression opportunities should be introduced to support the professional growth and long-term career development of female employees. These measures can contribute to creating a positive organisational culture and improving job satisfaction, retention, and overall organisational performance.

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