ANTECEDENTS OF EMPLOYEE JOB SATISFACTION: HOW ORGANIZATIONAL CULTURE IMPACTS THE WORKFORCE

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ABSTRACT

Employee job satisfaction remains one of the top critical concerns amongst organizations globally. With technology disruptions and the transformation of industry landscapes, top-performing organizations constantly evolve to gain or maintain a competitive advantage in their industries; organizations rely on their workforce commitment to a shared mission. As industries evolve and increasingly become more competitive globally, specifically in the US, organizations must invest in HR personnel and allocate budgets to identify effective strategies to maintain worker satisfaction which in some identified industries directly correlates to workplace performance. Singh defines the job satisfaction phenomenon as an emotional response closely related to an individual's sense of contribution in their workplace (Singh et al., 2019). To measure the antecedence of job satisfaction, the constructs of leadership empowerment and organizational culture are used to set the perimeters of this research. This paper reviews the literature regarding the confines of the phenomenon and the identified constructs of leadership empowerment and organizational culture. The findings in the literature draw implications for (1) administrative appeal to recruitment, (2) Employee retention, and (3) increased workplace productivity. This exploratory qualitative study looks into existing research on the job satisfaction phenomenon via consensus on popular literature on the subject. It uses these findings and best practices to drive further insights by conducting research via the survey on participating subjects and case studies to supplement the findings.
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CHAPTER 1

INTRODUCTION

Job satisfaction is one of the organization's most complex challenges in today’s competitive work environment. The application of employee job satisfaction can benefit organizations by increasing the employee’s productivity and aiding in the retention of top-performing employees, which may increase the overall chances of an organization gaining a competitive advantage in its respective domestic or international market; this may ultimately lead to greater organizational performance and profitability. The job satisfaction phenomena have broader implications for academic research. In the field of human resources, the study of this phenomenon may unlock insights into some of its most challenging and dynamic research, like understanding the interplay between “human capital as a mediator in the relationship between HR practices and performance” (Wright & McMahan, 2011, p.93). The job satisfaction phenomena also bleed into the social sciences like psychology and sociology, where the implications of this study may provide a deeper understanding of the social science field questions, like understanding the perceptions of stress and how it affects the social-emotional state of employee’s and this direct link between stress and employee perceptions of job satisfaction (Collie et al., 2012). The social science implications may also highlight more significant systematic societal issues that future researchers can leverage in this study to explain the new phenomenon related to job satisfaction in the context of leadership empowerment on employees and the organization’s culture.
This dissertation proposal examines the job satisfaction phenomenon specifically in the IT industry and aims to answer (1) is job satisfaction in the IT industry compared to other sectors, and if so, what roles and impact do organizational culture plays in employee sense of job satisfaction? (2) Does a culture of empowerment strengthen the workforce’s sense of job satisfaction? This paper uses exploratory methodologies along with quantitative tools to interpret the findings in the preliminary research methodology section. The results will provide a baseline understanding of the relationship between organizational culture and job satisfaction. The paper suggests a strong relationship between employee job satisfaction and organizational culture. Furthermore, the paper will explore the types of cultures that impact job satisfaction, such as cultures that promote empowerment and the impact of power distance. The study will also aim to answer if job satisfaction is why employees stay (Flowers & Hughes, 2014) and explains that the organization highly influences employees. The sense of job satisfaction will either be strengthened or weakened by the degree of fit within the organization's culture.

Figure 1. Determinants of Employee Job Satisfaction
P1: Employee sense of job satisfaction is a function of organizational culture

P2: Employee Fit moderates the relationship between organizational culture and employee job satisfaction

JS IN PRACTICAL AND ACADEMIC SETTING

Research in implications for job satisfaction in both practical and academic studies has shown a significant correlation between employee work satisfaction and employee turnover rates (Flowers & Hughes, 2014) points out that organization environmental pressures, both external and internal, along with fit play a significant role in employee job satisfaction. External forces include job opportunities, community relations, and financial obligations (Flowers & Hughes, 2014). In contrast, an internal force influencing job satisfaction is the delta between organizational culture through the perspective of work culture at the organizational and unit levels. (Koster, F. 2014) argues that the strengthening of vertical organizational relationships will negatively impact unit-level relationships.

Furthermore, A study of 250 Organizations that invest in workforce satisfaction is four times more profitable, earn 2.8 times more revenue, and has 1.5 more employee growth (Morgan, 2017). The job satisfaction phenomenon is a saturated field of study in the academic setting. According to the Business source complete database 2022, there was a 10% increase in published articles of the field study (852).

DEFINITION AND IMPORTANCE OF JOB SATISFACTION

Despite the increasing importance of job satisfaction in today’s competitive market environment and the abundance of scientific research on the subject matter, there is yet to
be a universally agreed-upon definition for this phenomenon. However, a large consensus on this phenomenon universally suggests that job satisfaction is a positive psychological phenomenon an individual experiences in their work environment (Emery et al., 2019). Singh similarly defines job satisfaction as an emotional response closely related to an individual's sense of contribution in their workplace (Singh et al., 2019). According to Singh’s approach to the job satisfaction phenomena, this definition implies that job satisfaction is influenced by external factors that cause an individual to respond a certain way when responding to how they feel when asked how satisfied they are about their role in an organization.

Singh’s definition of the job satisfaction phenomenon is a basis for this study. The external factors of leadership empowerment and organizational culture often benefit the larger organization as a collective rather than an individual contributor. This study aims to take an introspective look characterized by sampling a population of the IT industry to gain quantifiable insights on the influence of leadership empowerment and culture on the level of job satisfaction an individual experiences.

**CONSTRUCTS: LEADERSHIP EMPOWERMENT & CULTURAL IMPLICATIONS**

To gain a deeper understanding of the antecedents of employee job satisfaction, this study will explore the consequence of the two constructs relating to job satisfaction. The first is how leadership empowerment influences the employee response to job satisfaction. The implication of this first construct may aid organizations in their decision to invest additional time and money into the psychological development of their employees regarding the empowerment of their employees. This means enabling
employees to possess more control over their work environment. Singh defines this construct as a structural and psychological response to which employees feel they can control their work environment (Singh et al., 2019). The second construct is the internal culture of the organization. Cultural background may play a significant role in how employees view their level of job satisfaction (e.g., Rokeach, 1979; Offergelt et al., 2019). Furthermore, International markets require complex perspectives when addressing complex problems (Singh et al., 2019). This means employees may experience varying levels of job satisfaction based on the cultures and social norms of the organization, e.g., work ethic as it relates to the organization's culture and opportunities for career advancement.

**RESEARCH FOCUS**

This research aims to investigate how the antecedence of job satisfaction is affected by organizational culture at the organization vs. team level and leadership empowerment of the employees and what consequences these constructs play in the job satisfaction phenomenon. Moreover, job satisfaction plays a critical role in organizations due to the phenomenon’s relationship in the following 3 points.

- Organizations appeal to the best talent in competitive industries by focusing on employee entrance/exit surveys and employee evaluation surveys (Singh et al., 2019). The survey data enables organizations to identify and make decisions based on employee feedback.
- In competitive industries, organizations allocate time and resources to employee retention, enabling organizations to maintain industry positioning by retaining top-performing employees.
A triangulation of job satisfaction and increased employee productivity have been shown to have a moderate correlation in studies (Bygrave, 2020).

Human resource (HR) plays an essential role in the organization by understanding the value and motivation of the organization’s employees (Singh et al., 2019). On average, organizations allocate budgets for HR managers to decide recruitment techniques, employee retention, and organization brand imaging. Organizations that invest in these allocated budgets gain a competitive advantage in their respective industries with increased workforce productivity.

(Morgan, 2017). Furthermore, Morgan also points out a correlation between employee job satisfaction and corporate stock price (see exhibit Figures 2 & 3).

In today’s competitive work environment, organizations depend on a driven labor force to maneuver through a sea of competition not only to maintain competitive advantage but to create an internal ecosystem that promotes the retention of its “critical strategic assets” like novel knowledge/practices and top performing employee (Thapar, 2016). Organizations that find success in appealing to top-performing talent, employee retention, and a boost in employee productivity have a strong correlation with the work satisfaction of their employees.

**RESEARCH QUESTION**

What is the role of organizational culture and employee empowerment on job satisfaction? This literature review will explore if there are any signification correlations in the following research question.

- *RQ: Does organizational leadership mediate the relationship between job satisfaction and organizational culture?*
H1: *Organizational Fit moderates the relationship between organizational culture and job satisfaction in US-based IT firms*

H2: *Organizational Power distance moderates the relationship between organizational culture and job satisfaction in US-based IT firms*

H3: *Organizational leadership subculture significantly impacts workforce job satisfaction due to the horizontal distance in leadership influence.*
LITERATURE REVIEW

Employee job satisfaction is a well-researched topic across academic, commercial, and government industry research. The definition of job satisfaction is interchangeable with employee work satisfaction and “manager-employee congruency,” which is a goal-oriented leadership strategy that promotes workplace harmony by aligning the goals of both principle and agent (Jensen., 2019); however, for this literature review and to align the definition with the majority of academic researchers studying this phenomenon, The most recognized definition of the term was adopted. The term job satisfaction is universally used to identify the phenomenon of an individual’s positive feedback towards their experience concerning their role in an organization. Moreover, job satisfaction as a research topic has a broad array of measurable key indicators and metrics for measuring this phenomenon. For the literature review, only the focus on the leadership empowerment of its employees and how an organization’s cultural background can moderate the overall employee response to job satisfaction was researched.

LEADERSHIP EMPOWERMENT

The correlation between organization empowerment and job satisfaction has been studied through various research perspectives, from an individual’s viewpoint to a more generalizable perspective on how groups of individuals function given a shared task or an objective. Empowerment is universally recognized in an organizational process of an agent in a leadership role communicating their liberties and powers with subordinates (Gupta et al., 2021). Furthermore, the delegated power from organizational leadership includes but is not limited to (1) control of organizational resources and (2) informal
authority to have greater control over their working environment. Research has shown in specific industries like banking and information technology (IT) that there is a high correlation between the share of power with subordinates and increased workforce output due to the re-direction in managerial focus because of leadership delegating powers by leveraging the skillsets of their subordinates to work with further autonomy, the delegation of authority also is shown to boost overall workforce morale and employee job satisfaction (Amah and Ahiauzu, 2013). Unfortunately, due to the distinction in various industries, the coupling makes the RQ “Employee empowerment leads to higher job satisfaction” convoluted and likely to be industry specific. In the IT industry, studies have found that employees empowered via increased authority over their workplace have been shown to reduce employee cynicism on the perception of organization politics (POPS) and have a greater feeling of job satisfaction in contrast to their peers with less control over their work environment (Gupta et al., 2021). The banking industry echoes the findings in the IT industry study by providing similar results in how the organizations that empower their workforce with similar authorities can give individual employees a sense of satisfaction in their roles (Amah and Ahiauzu, 2013).

Furthermore, banking industry research also shows a positive correlation between job satisfaction and increased industry profitability. Moreover, Amah’s study also shows a positive relationship between the empowerment construct and workforce productivity. The similarity in limitation these studies echo is that employee empowerment cannot be generalizable due to variations in organizational structures and work culture (Ruiz-Pérez et al., 2020) points out that the effectiveness of employee empowerment is moderated by
the organization's culture, meaning that organizational bureaucracy can inhibit how much control an employee can have over their work environment.

**ORGANIZATIONAL CULTURE**

Research has shown that the organization's culture can moderate employee job satisfaction. Organizational culture is defined as the “corporate/collective identity which includes shared aspirations and a vision for the organization's future” (Karapancheva, 2020, p.42). Karapancheva explains that organizational culture is one of the most complex concepts in organizational theory due to a mixture of organizational systems, values, goals, and underlining frameworks that all interact to create a standard of behaviors (Karapancheva, 2020, p.43). The share values within an organization system influence how individuals dress, perform, and interact with each other (Kanthamma & SHEKHAR, 2019). The culturally moderated interactions between organizational agents, managers, and subordinates significantly impact how individuals perceive their place in the organization. (Isac et al., 2021) identifies two types of organizational cultures “weak and strong.” The type of organizational culture being perceived by employees can impact the perception of the employee’s outlook on the organization. Isac suggests that a weak versus strong organization highly correlates with an employee’s ability to perform tasks and overall impacts their perception of job satisfaction. Furthermore, Isac explains that the linkage between a perceived strong organizational culture and individual employees’ sense of satisfaction is tied to accepting and adopting shared corporate values across the entire organization. A strong organizational culture is defined as groups of individuals embracing uniformity at an organizational level where employees' ideas and participation in the organizational decision-making process are encouraged and recognized by
organizational leadership (Isac et al., 2021). Furthermore, project collaboration and the ease of knowledge transference is considered an aspect of a strong organizational culture. (Lin et al., 2021). Lin attributes the lack of a strong organizational culture as a primary contributor to the gradual turnover rate in the Taiwanese service sector; Lin points out that the inability of organizations to retain employees hinders the ability of companies to make and execute long-term plans due to the outflow of talent which impacts critical organizational core competencies of knowledge creation, dissemination, transference, and retention. Lin’s research examines a strong organizational culture through the organizational learning culture (OLC) perspective. This research explains through grounded research theory that the organizations’ ability to effectively transfer knowledge aids in overall workforce satisfaction (Isac et al., 2021). Moreover, Lin’s study points out a clear correlation between employee job satisfaction and organizations with effective communication. Furthermore, organizations that can transfer knowledge without the bottleneck of silos benefit from a boost in workplace productivity. (Sainji et al., 2021) Analyzed individual employee workplace insights during HR entry and exit interviews. These interviews provided critical insights for the organization's Sr. leadership to understand the organization's culture better. The finding from these interviews uncovered that direct management was most prevalent over all other facets involved in an organization's culture. Furthermore, direct employee management was responsible for employee retention, productivity, and job satisfaction.

**ORGANIZATIONAL SUBCULTURE**

Organizational Culture is the inferred social order within an organization (Groysberg et al., 2018). An organization's culture expresses its values and goal through a
shared belief system pushed vertically by top-down leadership (Groysberg et al., 2018). However, organizational culture also consists of social behaviors and elusive mindsets that may cause devastation in cultures between the organizational and the individual team levels, thus creating a culture within a culture. (Junko, 2021) explains subcultures having differing values for the organization culture level; these conflicting values do not necessarily harm the firm performance; this instead underpins that organizations tailor their subcultures to fit theirs functionally. (Junko, 2021) explains this by studying organizational subcultures of research and innovation units adapting cultures that promote freethinking and taking on challenges. At the organizational level, the culture of bureaucracy is preferred to provide leadership control over all the branches of the organization.

**POWER DISTANCE CULTURE**

Prior studies on job satisfaction have noted that power distance plays an integral role in employees’ perception; power distance is split into two categories, low and high-power distance (Meng-Long & Boxall, 2022). High-power distance culture is highlighted by subordinates not feeling empowered to question authority and subscribe to a do-as-you-are-told work environment from their supervisors and leadership teams. In contrast, in lower power distance cultures, subordinates feel empowered to challenge direct supervisors and others with the perception of authority. From an organization’s perspective, high and lower power distance cultures have pros and cons. In East Asian cultures, subordinates accept that power is not equally distributed in the workplace (Sweetman, 2014); within a lower power distance culture, the lower-level person will defer to the higher-level person without feeling less satisfied with their fit in the
organization, the higher-level individuals also accept this reality in the organization’s leadership structure. In lower power distance cultures, an autocratic system is rejected and promotes a system where everyone is acknowledged despite organizational rank (Sweetman, 2014).

Figure 4. Illustration of low and high-power distance from the Hofstede comparative power distance index (the higher the number, the greater the power distance)

The United States and China are the largest economies in the world per GDP, 23 and 17.73 trillion as of 2021, respectively. Figure 1 tells a contrasting story of power distribution. However, in this instance, the societal norms that predict workplace acceptance are shown by comparing the two cultures and their opposing power distance.
While China and Germany are the outliers, the average of the four countries being 52.25, there is no inference to be made by this data point alone that suggests one power distribution is extreme over another. (Sweetman, 2014) means it has more to do with culture acceptance management than leadership preference.

**WORKPLACE FIT**

An Employee needs to be more than good at their job when organizations search for new talent; the candidate must be perceived as a good fit with their team. Employees are aware that job interviews are more than checking for qualifications; job interviews are also mostly an assessment for compatibility for candidates (Epstein, 2021). Organizational fit is argued as the glue that holds an organization together. Furthermore, a poor culture can cost an organization 50-60% percent of a person’s salary in turnover costs (Bouton, 2015). Organizational recruiters stress the importance of summarizing the culture, values, and goals before searching for candidates; this understanding aids in finding the best candidates for the vacant roles. Furthermore, (Yeniet al.) states that organizational fit highly correlates to an individual’s job satisfaction and increased quality of life. However, this does not indicate that an individual’s performance will be impacted due to a bad fit (Yeniet al.) also shows that performance commitment to work isn’t significantly affected by job satisfaction.

**LITERATURE KEY FINDINGS**

This literature review of the antecedents of job satisfaction and the identified constructs of organization empowerment and organizational culture has confirmed that there is a significant correlation between how an individual perceives themselves in their
work environment and job satisfaction; this linkage between job satisfaction also has implications on overall external organizational appeal to prospect recruitment talent, employee retention, and increased employee workplace productivity. The literature review has pointed out that organizations that invest in empowering their workforce can benefit from allowing their employee to gain additional authority over their role because this facilitates individual growth and overall satisfaction. Finally, the literature review points out that organizations with strong cultures benefit from effective systems that not only promote effective communication but also promote the ease of knowledge transference which creates uniformity and prompts a homogenous workforce, thus leading to individual employees feeling a greater sense of satisfaction in their roles.

**GAPS IN LITERATURE AND CONTRIBUTION TO THE CURRENT STUDY**

There are gaps in the current literature regarding the study of the RQ, e.g., generalized assumptions throughout whole industries and sectors concerning coupling the antecedents and constructs. The literature has identified a strong correlation in the RQ in specific industries researched abroad and domestically. However, the literature also mentions that the causation for employee job satisfaction can be influenced by many variables outside the phenomenon, e.g., individual personality and organizational commitment (Mustafa et al., 2021). The contribution and aim of this study are to research and establish if the RQ can be made generalizable across the US IT sector; in other words, to find out if there’s a direct correlation between the literature findings and the RQ as the causation for employee job satisfaction.
CHAPTER 2

RESEARCH AND METHODOLOGY

To measure how the constructs will affect the consequence of the antecedents, a quantitative approach is utilized to collect a representative sample size of the IT industry’s demographic. Critical Social Theory (CST) will analyze the research findings about the two constructs. “CST provides the theoretical foundation for understanding organizational power distribution and imbalances” (Mahon, 2014, p.47). The critical theory will be used to empirically examine and interpret how the constructs of leadership empowerment and organizational culture will affect the antecedents of job satisfaction.

PARTICIPANT SAMPLING

Participants in this job satisfaction study will be recruited and evaluated based on criteria in compliance with the CITI IRB, ensuring that individual participants and their data are treated with care. Furthermore, Individuals who meet the following five criteria will be considered good candidates for this study.

1. Individuals that give consent to participate in this study.
2. Individuals that work for US IT-based multinational organizations (MNEs) and the participant must currently reside within the US.
3. Individuals between the ages of 18 and over, 42 being the median age of the US workforce (Bureau of Labor Statistics, Median age of the labor force, by sex, race, and ethnicity, 2020)
4. Individuals that agree with the predefined definition of Leadership Empowerment
5. Individuals that agree with the predefined definition of Organizational Culture
To narrow the scope of this research, only individuals who currently live in the United States and work for IT-based US MNEs will participate. The Limiting of the demographic to only US residents should provide consistency in participant work experience and overall continuity in data collection points throughout this study; also, the participants in this study will be selected based on their voluntary service only and not connected to the researcher, nor influenced by the researcher, this would provide the most honest feedback. According to the Bureau of Labor Statistics (BLS), in 2019, the median age of the US workforce was 41.9 for both men and women; this statistical analysis provides an insight into what age bracket most of the US workforce is concentrated (see exhibit Figure 4). Having the participants agree with the definition of the two constructs of Leadership Empowerment and Organizational Culture is imperative to establish. This agreeance in definitions would rule out ambiguity and interpretations when researching the participants.

**DATA COLLECTION**

A representative population of participants will be recruited for this study of the research based on an appropriate sample size of employees from several organizations in the IT sector utilizing a Qualtrics panel survey sampling method to gain recommendations of participants that would provide the best contributions and insights on organizational knowledge to achieve a proper representation on the organization’s inner demographic makeup, through a respondent “vouched-for system” (Jávor & Jancsics, 2016). This quantitative research will use empirical investigation modeling similar to the empirical study conducted in (Russo, 2019). This will consist of multiple surveys delivered to a diverse group of participants from all levels of IT organizations,
from low-wage workers to executives. This survey will be emailed as a Likert Scale with questions to measure how the two constructs influence the participant's selection. The 5-Point Likert Scale will be measured as 1 = Strongly disagree, 2 = moderately disagree, 3 = agree, four moderately agree, and 5 = Strongly agree.

Moreover, along with the Likert Scale, a multiple-choice questionnaire will be provided regarding the level of job satisfaction an individual experiences regarding the two constructs; this will give a baseline to make assumptions based on the delta between STD from the mean. The data collected from the completed survey will be analyzed via multiple regression. This data will then be summarized to develop generalized assumptions about the RQ.

**STRATEGY AND RESEARCH DESIGN**

This quantitative study will be administered in this research design. The study will use a quantitative approach, selecting participants from a representative sample size adherent to the tech industry's overall demographic makeup. Studies one and two aim to collect data on the RQ. The Office of the Equal Opportunity Commission will provide the demographic data for study one via a nationwide longitudinal survey run in 2014. This data aims to gain insights into industry generalities to identify patterns and trends.

Furthermore, correlation analysis will build on this study by giving context to the statistical analysis by providing why. Finally, a correlation analysis test on the data results will provide deep dive that will explain possible mediating variables like career commitment and how moderating variables such as time spent a work and the importance of an individual’s role may have a more significant influence than the identified constructs (Duffy et al. 1, 2012).
RQ STUDY

For the first portion of this quantitative study, a representative group of interviewees will be identified and pre-selected via Qualtrics panel survey; these individuals must meet the five categories identified to be considered a good candidate for the research survey. Furthermore, both age, race, and gender for the sample size must be representative of the more significant tech industry. In 2014 the U.S. Equal Employment Opportunity Commission (EEO) ran a nationwide longitudinal study to survey the demographic of the technology industry, in the findings the study found that compared to the overall private tech industry, white workers accounted for the lion’s share of the U.S. technology industry (68.5% white compared to 31.5% others). Furthermore, this study goes on to break down the demographics into a second tier of analysis by identifying that of the 68.5 percent identified as white workers; men accounted for 64 percent. Moreover, the study identifies that out of the remaining 31.5 percent of participants in the tech workforce, Asian Americans comprised 14 percent, African Americans accounted for 7.4 percent, and Hispanics accounted for 8 percent.

This study will mirror the identified demographics of the technology industry to develop an appropriate sample size consistent with data produced by the EEO and representative of the tech industry as a whole. Inductive reasoning will be used in the quantitative portion of the studies to find patterns or trends in the analysis to gain a generalizable assumption of the industry overall. The findings from this study will aid in building empirical facts on job satisfaction. The study will be an empirical inductive quantitative survey built in Qualtrics and modeled from (Russo, 2019). The study will be administered as follows (Taherdoost, 2016). scale development process;
This survey will be administered through Qualtrics online survey tool; the survey will include a mix of 20 questions as follows; (8) questions to collect general demographic information, (1) True/False questions, (11) Multiple choice Likert Scale questions, and (1) Short answer questions to collect additional insights not captured in the survey. The question chosen for the study will follow (Taherdoost, 2016). Eight checks to receive the maximum number of respondents via a preliminary pilot survey from the researcher's network.

• Determine Methodology
• Determine Feasibility and revise the methodology if the items being tested are not viable.
• Develop Instrument
• Select Sample
• Conduct Pilot Test
• Revise Instrument, take a second look at the instrument development phase to see if revisions are needed after conducting the pilot test.
• Conduct Survey
• Record Data

This preliminary survey will be expected to yield at least 400 responses. Furthermore, the survey will be evaluated for validity, trends, and consistencies against desired results and secondary data for industry generalities (Hinkin 1998). Once all the demographic information is collected from the questionnaire, the data will be analyzed using the SPSS statistical software to find preliminary inconsistencies and outliers to fuel study two.
PARTICIPANT SAMPLE

All 430 participants in this preliminary sample were a diverse set of adults living in the Seattle area and working in the IT industry. The participants were recruited through the researcher’s network. The participants acknowledge that no compensation would be offered before agreeing to participate in the survey. The Qualtrics survey was administered via email; the survey included informed consent that informed the participants of the purpose of the survey and anonymity regarding identifying information. The participants took 3 minutes on average to complete the 5-part 21-item survey; this includes the following sections; (1) Consent to proceed, (2) demographic information including gender, ethnicity, age (minimum of 18), the highest level of education completed, type of employment (Contract, Permanent/Full-time, Part-time, Other), years worked at the organization, career stage (Early Career, Mid Management, Sr. Management, Executive) and gross yearly income. (3) leadership empowerment question to gauge the level of psychological empowerment and individual feel based on the independent variables the participants answer in section 1 of the survey. (4) organizational culture questions to find if there are strong correlations to the study of job satisfaction, as the literature suggests. (5) Overall rating of an individual’s sense of job satisfaction now that they have completed the survey and had the opportunity to reflect on the specific questions regarding their organization's culture and the level of empowerment they perceive from their employer, section five also provides the participants the opportunity list to 1-3 words what contributes to a sense of job satisfaction not covered in the survey. The results from the survey were analyzed in SPSS to make an inference from the results collected. Data screening in SPSS is used to assess
the accuracy and continuity of the data file and to check for missing data; the purpose of screening the data is to remove any randomness and abnormalities from the small sample size.

Phase I: Exploratory factor Analysis: 430 Participant Demographic Information

1. Participants' gender (54.76% male and 45.24%).

2. Participant ethnicity data is as follows; Caucasian 63.25% (n=272), Black or African American 19.53% (n=84), Asian American or Pacific Islander 3.95% (n=17), Hispanic 10.47% (n=45), American Indian or Alaskan Native 1.86% (n=8) and Multiple ethnicities/ Other not listed .93% (n=4).

3. The average age of the participants was 32.71 years (SD=.94; range = 18-48 years).

4. The data collected from the participants in phase 1 conveyed their highest level of education completed as follows: high school diploma 28.24% (n=121), undergraduate (4-year degree) 29.07% (n= 125), Postgraduate 40% (n=172) and other (technical training or 2-year college degree or equivalent) 2.79 (n=12).

5. Participant employment type; Fulltime Employee (FTE) 96.05% (n=413), Part-Time Employment 3.48% (n=15), Contract Employee .23% (n=1), other types of employment arrangements such as temporary services .23% (n=1).

6. How long has the participant been employed at their current place of employment; 0-5 years 26.74% (n=115), 5-10 years 46.05% (n=198), 10-15 years 20% (n=86). Over 15 years, 7.21% (n=31).
7. Participant stage level of seniority; Early Career 16.51 (n=71), Mid Management 43.02% (n=185), Sr. Manager 22.74% (n=98), Executive director or above 17.67% (n=76)

8. Participant annual gross income in USD was reported as follows: less than $50,000 0% (n=0), between $50,000 and $75,000 31.63% (n=136), between $75,000 and $100,000 24.88% (n=107), between $100,000 and $125,000 20.23% (n=87), between $125,000 and $150,000 13.26% (n=57) and over $150,000 10% (n=43).

MEASURES

Job satisfaction scale (JSS.) The JSS is a 21-item scale that measures the extent an individual feels satisfied with their careers. Each item on the scale is rated on a 5-point Likert scale (1=Strongly disagree to agree 5=Strongly) and one yes, no, maybe multiple-choice question. The JSS consists of 3 subfactors: Leadership Empowerment (three (3) items; e.g., “How satisfied or dissatisfied are you with your ability to make decisions in your role?”), Organizational culture (four (4) items: e.g., “Do you feel that your organization/management encourages you to make strategic decisions beyond the scope of your role?”) and Fit (five (4) items: e.g., How satisfied or dissatisfied are you with inclusivity policy?).

Leadership Empowerment Scale (LES). The OES 4-item scale assessed the relationship between leadership empowerment and leadership, organizational commitment, and psychological empowerment (Raub & Robert 2013). The creators of the OES Scale (Raub & Robert 2013) found that the OES scale had an internal
consistency estimate of reliability as follows: the relationship between empowerment and leadership (α = .96), organizational commitment (α = .47) and psychological empowerment (α = .46)

Organizational Culture Scale (OCS). The OCS 5-item scale assessed organizational culture, communication, and decision-making. The Survey of Organizational Attributes for Primary Care (Goetz et al., 2016) was adopted to test the reliability of communication (α = .73) and decision-making (α = .65) within the organizational culture.

Preliminary Results Discussion

Phase I: Regression Analysis
The data is transformed into subsets representing three (3) dimensions measured (Leadership Empowerment, Culture, and Fit). This data subset is Analyzed via factor analysis with regression. An ANOVA was chosen to evaluate the general impact of the three independent variables; the ANOVA evaluates the mean of the independent variable of JS against the criteria via SPSS software. Based on the first dimension identified organizational leadership effects on job satisfaction, the adjusted coefficient of determination explains a significant amount of movement in the dependent variable (JS) caused by the independent organizational leadership. The adjusted R square is greater than 30% (.526), the ANOVA is statistically significant at <.001:

- The multiple regression model achieves the principal objective, which aims to determine if theirs is a relationship between the DV of overall employee job satisfaction and the three independent variables dimensions:

  1. Leadership empowerment measures the strength of the relationship between the respondent and their leadership.
2. Organizational culture, which measures the strength of the environmental
effect on the respondent

3. Fit; which measures the to what extent the respondent’s sense of belonging
influences their sense of job satisfaction

The regression model is used to predict the value of the dependent
variable from the three independent variables dimensions; the regression model
predicts how much variance (DV) there is to be accounted for a single response
(IV).
<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Measures (specific scales, questions, metrics, etc., associated with Dimension)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-Point Likert Scale For Ratings</td>
<td>Strongly Disagree, Disagree, Neither, Agree, Strongly Agree</td>
</tr>
<tr>
<td>Demographic Information</td>
<td>1. Gender Identity: For this survey, Gender Identity refers to one's self-identified gender rather than the gender assigned at birth.</td>
</tr>
<tr>
<td></td>
<td>2. What is your ethnicity?</td>
</tr>
<tr>
<td></td>
<td>3. What is your age group?</td>
</tr>
<tr>
<td></td>
<td>4. Highest level of education completed?</td>
</tr>
<tr>
<td></td>
<td>5. Employment status? (full-time/part-time)</td>
</tr>
<tr>
<td></td>
<td>6. How long have you been employed at your current organization</td>
</tr>
<tr>
<td></td>
<td>7. Please selected must select the most appropriate regarding the current level of management in your career.</td>
</tr>
<tr>
<td></td>
<td>8. Approximate gross yearly income?</td>
</tr>
<tr>
<td>Leadership Empowerment</td>
<td>9. How satisfied or dissatisfied are you with your ability to make independent decisions?</td>
</tr>
<tr>
<td></td>
<td>10. How satisfied or dissatisfied are you with your ability to collaborate with teams outside of your direct management?</td>
</tr>
<tr>
<td></td>
<td>11. How satisfied or dissatisfied are you with your decision-making ability in your role?</td>
</tr>
<tr>
<td>Culture</td>
<td>12. Do you feel that your organization/management encourages you to make strategic decisions beyond the scope of your role?</td>
</tr>
<tr>
<td></td>
<td>13. Do you feel appreciated for your dedication and commitment to your work?</td>
</tr>
<tr>
<td></td>
<td>14. How satisfied or dissatisfied are you with your organization's culture?</td>
</tr>
<tr>
<td></td>
<td>15. How satisfied or dissatisfied are you with your opportunities for career progression?</td>
</tr>
</tbody>
</table>
ANALYSIS OF THE RESULTS:

To investigate if the three dimensions have a significant impact on job satisfaction

H1: *Organizational Fit moderates the relationship between organizational culture and job satisfaction in US-based IT firms*

H2: *Organizational Power distance moderates the relationship between organizational culture and job satisfaction in US-based IT firms*

H3: *Organizational leadership subculture has a greater impact on workforce job satisfaction due to the horizontal distance in leadership influence.*

The three hypotheses test if they have a significant impact on job satisfaction. The dependent variable JS was regressed on predicting as the below independent variables to test the hypotheses:

<table>
<thead>
<tr>
<th>Table 1. Conceptual Model</th>
<th>Measures (specific scales, questions, metrics, etc., associated with Dimension)</th>
</tr>
</thead>
</table>
| Dimensions | Fit | 16. Do you feel respected in your workplace?  
17. How satisfied or dissatisfied are you with the inclusivity policy?  
18. How satisfied or dissatisfied are you with your organization’s work culture?  
19. Do you think your organization prioritizes diversity and inclusivity in the workplace |
Table 2. Study One Regression results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Regression Weights</th>
<th>Beta Coefficient</th>
<th>Adj. R Square</th>
<th>-value</th>
<th>-value</th>
<th>Hypothesis Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Fit→JS</td>
<td>.209</td>
<td>.574</td>
<td>178.695</td>
<td>.551</td>
<td>.001</td>
</tr>
<tr>
<td>H2</td>
<td>Culture→JS</td>
<td>.303</td>
<td>.574</td>
<td>178.695</td>
<td>.231</td>
<td>.026</td>
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<tr>
<td>H3</td>
<td>LE sub→JS</td>
<td>.261</td>
<td>.574</td>
<td>178.695</td>
<td>.513</td>
<td>.001</td>
</tr>
</tbody>
</table>

Table 2. Study One Regression results

Note: *p<0.05. 3 Dimensions, JS: Job Satisfaction

**H1.** Organizational Fit significantly predicts JS, F (3, 393) = 178.695, p < .05, which indicates that the Fit does effect play a significant role in the shaping of JS (b = .246, p < .05). The results direct a positive effect on JS. Moreover, the R square = .529 indicates that the model explains 57% of the variance in the Table shown in the summary findings.

**H2.** Organizational Culture significantly predicts JS, F (3, 393) = 178.695, p < .05, which indicates that the Fit does effect play a significant role in the shaping of JS (b = .180, p < .05). The results direct a positive effect on JS. Moreover, the R square = .529
indicates that the model explains 57% of the variance in the Table shown in the summary findings.

**H3.** Organizational leadership significantly predicts JS, $F (3, 393) = 178.695, p < .05$, which indicates that leadership does affect subculture and plays a significant role in the shaping of JS ($b = 0.385, p < .05$). The results direct a positive effect on JS. Moreover, the R square = .529 indicates that the model explains 57% of the variance in the Table shown in the summary findings.

Overall, the results suggest that all three variables are important in shaping JS, and organizations should pay attention to these factors when trying to improve employee satisfaction.

Table 3: Study One SPSS data tables

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q12</td>
<td>4.01</td>
<td>1.081</td>
<td>397</td>
</tr>
<tr>
<td>JS_LE</td>
<td>3.0285</td>
<td>0.65970</td>
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</tr>
<tr>
<td>JS_Culture</td>
<td>3.9501</td>
<td>0.91510</td>
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<tr>
<td>JS_Fit</td>
<td>3.9209</td>
<td>0.90414</td>
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Correlations

<table>
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<tr>
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<tr>
<td>Pearson Correlation</td>
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<td>JS_LE</td>
<td>1.000</td>
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<td>.759</td>
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<tr>
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<td>JS_Culture</td>
<td>.829</td>
<td>1.000</td>
<td>.879</td>
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<tr>
<td></td>
<td>JS_Fit</td>
<td>.696</td>
<td>.759</td>
<td>1.000</td>
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<tr>
<td>Sig. (1-tailed)</td>
<td>Q12</td>
<td>. . &lt;.001</td>
<td>&lt;.001</td>
<td>&lt;.001</td>
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<tr>
<td></td>
<td>JS_LE</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>JS_Culture</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
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<td></td>
<td>JS_Fit</td>
<td>.000</td>
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<td>.000</td>
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<tr>
<td>N</td>
<td>Q12</td>
<td>397</td>
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</tr>
<tr>
<td></td>
<td>JS_LE</td>
<td>397</td>
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<td>397</td>
</tr>
<tr>
<td></td>
<td>JS_Culture</td>
<td>397</td>
<td>397</td>
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<tr>
<td></td>
<td>JS_Fit</td>
<td>397</td>
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</table>

Model Summary

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<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
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<tbody>
<tr>
<td>1</td>
<td>.760a</td>
<td>.577</td>
<td>.574</td>
<td>.706</td>
<td>.577</td>
<td>178.695</td>
<td>3</td>
<td>393</td>
<td>&lt;.001</td>
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</table>

a. Predictors: (Constant), JS_Fit, JS_LE, JS_Culture
b. Dependent Variable: Q12

ANOVA

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<tr>
<th>Model</th>
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<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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<td>Residual</td>
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<td></td>
<td>Total</td>
<td>396</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Q12
b. Predictors: (Constant), JS_Fit, JS_LE, JS_Culture

Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
<th>Correlations</th>
<th>Collinearity Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td>t</td>
<td>Lower Bound</td>
<td>Upper Bound</td>
<td>Tolerance</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.105</td>
<td>.173</td>
<td>.609</td>
<td>.543</td>
<td>-.235</td>
<td>.445</td>
</tr>
<tr>
<td></td>
<td>JS_LE</td>
<td>.631</td>
<td>.097</td>
<td>.385</td>
<td>.313</td>
<td>.441</td>
<td>.222</td>
</tr>
<tr>
<td></td>
<td>JS_Culture</td>
<td>.212</td>
<td>.180</td>
<td>.231</td>
<td>.026</td>
<td>.025</td>
<td>.715</td>
</tr>
<tr>
<td></td>
<td>JS_Fit</td>
<td>.294</td>
<td>.083</td>
<td>.246</td>
<td>.551</td>
<td>.131</td>
<td>.696</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Q12

30
Histogram
Dependent Variable: Q12

Mean = -3.95E-16
Std. Dev. = 0.996
N = 397

Normal P-P Plot of Regression Standardized Residual
DISCUSSION

This study has shown that both H1 and H3 was the only significant dimension out of study one; due to this, H1 and H3 will be expanded on to look at organizational leadership at a vertical and horizontal level. This initial sample study aimed to refine survey questions and assess the validity of the research questions to see if there was a significant correlation between organization leadership empowerment, organization culture, and individual fit as the three constructs relate to the job satisfaction phenomenon. The early findings in this study provide key insights into how the impacts of job satisfaction from the more extensive study will result; the results from the complete study are expected to be similar to the preliminary data. A deep dive in study two will examine the 3rd dimension (leadership); the R square of the three dimensions combined is 57% responsible for the movement of the job satisfaction dependent variable. Since the first study pointed out that JS is mainly influenced by organizational leadership, study two will address how sub-organizational leadership influences an individual’s overall job satisfaction.
CHAPTER 3

STUDY TWO

The H1 and H3 results revealed the most positive effect in ANOVA with a combined dimension score significance of .001 and t-values of 6.513 and 3.551; this provides a direction towards which the 2nd study is aimed. Organizational leadership at a horizontal unit level in comparison to leadership at a vertical level prompts the following hypothesis:

H4a: *Horizontal organizational leadership at the unit level has a greater impact on job satisfaction than vertical organizational leadership.*

H4b: *Vertical leadership at the organizational level has a greater impact on job satisfaction than Horizontal organizational leadership.*

RATIONAL

(Grell et al., 2022) an empirical study on the impacts of organizational structure gives insight into high levels of Study and coordination and collaboration solutions at the vertical levels of an organization. (Grell et al., 2022) highlights the tension between specialization and intergradation; the study asserts that vertical leadership is highly specialized and is specialized mainly in the capacity of decision-making that benefits the majority, whereas, in contrast, horizontal leadership decision-making can benefit targeted issues at an integrated unit level. The purpose of study two (2) will explore if vertical leadership has a greater influence on an individual’s sense of job satisfaction. (Drouin et al., 2018) describe horizontal leadership as a balanced dynamic situation-dependent transition of authority directed from vertical leadership. Horizontal leaders are in direct authority over their team members. They can directly influence the culture and
collaboration of the units (Drouin et al., 2018), thus, making horizontal leadership a more significant influencer of individual job satisfaction.

**STUDY TWO LITERATURE REVIEW**

The impact of organizational structure on job satisfaction is an essential area of study, and recent research has shed light on the roles of vertical and horizontal leadership. Grell et al. (2022) conducted an empirical study that investigated the impacts of organizational structure and found that high levels of integration and coordination at the vertical level of an organization can lead to better collaboration solutions. However, the study also highlighted the tension between specialization and integration and how this affects decision-making at the different levels of an organization. The study further suggested that vertical leadership is highly specialized and focused mainly on decision-making that benefits the majority. In contrast, horizontal leadership decision-making can benefit targeted issues at an integrated unit level. Drouin et al. (2018) also described horizontal leadership as a balanced dynamic situation-dependent transition of authority directed from vertical leadership. They pointed out that horizontal leaders have direct authority over their team members and can directly influence the culture and collaboration of their units, making them significant influencers of individual job satisfaction. In the context of the study by Grell et al. (2022), the authors proposed to explore if vertical leadership has a greater influence on an individual’s sense of job satisfaction. However, based on the literature review by Drouin et al. (2018), horizontal leadership appears to have a more significant impact on individual job satisfaction due to their direct influence on the culture and collaboration of their units. In conclusion, the literature suggests that both vertical and horizontal leadership play critical roles in
organizational structure and influence job satisfaction. While vertical leadership may have a greater focus on decision-making that benefits the majority, horizontal leadership's direct authority and influence on unit culture and collaboration make them significant influencers of individual job satisfaction. Organizations must strike a balance between both types of leadership to achieve optimal job satisfaction levels among employees.

**SMALL TEAM LEADERSHIP**

Small team leadership significantly impacts job satisfaction, which is essential for the success of organizations. According to a study by Chen and Chen (2018), team leadership has a positive relationship with job satisfaction. The study also found that team communication, motivation, and climate significantly impacted team leadership. Another study by Burtch et al. (2020) examined the impact of team leadership on job satisfaction and found that team leaders who provided clear guidance and direction to team members had a significant positive impact on job satisfaction. The study also found that team leaders who encouraged collaboration and provided opportunities for professional development positively impacted job satisfaction. Moreover, research by Lee et al. (2021) investigated the impact of transformational leadership on job satisfaction in small teams. The study found that transformational leadership had a significant positive impact on job satisfaction. The authors emphasized the importance of transformational leadership in creating a supportive and empowering work environment that promotes job satisfaction. Furthermore, a study by DeRue et al. (2012) examined the impact of empowering leadership on job satisfaction in small teams. The study found that empowering leadership significantly impacted job satisfaction, and team members were more satisfied when they had more control over their work and when their leaders
provided support and resources to help them accomplish their tasks. In conclusion, the literature suggests that small team leadership significantly impacts job satisfaction, with team communication, motivation, team climate, clear guidance, collaboration, professional development, transformational leadership, and empowering leadership as some of the key factors. Small team leaders play a crucial role in creating a positive work environment that fosters job satisfaction among team members, ultimately contributing to the organization's success.

**LARGE TEAM LEADERSHIP**

Leadership in large teams can significantly impact job satisfaction among team members. According to a study by Chen et al. (2021), transformational and ethical leadership positively impact job satisfaction in large teams. The study also found that team empowerment and learning significantly impact the relationship between leadership and job satisfaction. Furthermore, a study by Huang and Hsu (2019) examined the impact of empowering leadership on job satisfaction in large teams. The study found that empowering leadership positively impacted job satisfaction, as team members felt more autonomous and had greater control over their work. The study also found that team collaboration and communication significantly impacted the relationship between empowering leadership and job satisfaction. Another study by Gong et al. (2020) investigated the impact of transformational leadership on job satisfaction in large teams in the hospitality industry. The study found that transformational leadership significantly impacted job satisfaction, as team members felt more supported and empowered. The authors emphasized the importance of transformational leadership in creating a positive work environment that promotes job satisfaction. Additionally, research by DeRue et al.
(2017) examined the impact of leadership development programs on job satisfaction in large teams. The study found that leadership development programs positively impacted job satisfaction, as team members felt more empowered and had greater opportunities for growth and development. In conclusion, the literature suggests that leadership in large teams can significantly impact job satisfaction, with transformational leadership, ethical leadership, empowering leadership, team empowerment, team learning, team collaboration, and communication as some of the key factors. Large team leaders are crucial in creating a positive work environment that fosters job satisfaction among team members, ultimately contributing to the organization's success.

MANAGER VS SUBORDINATES

Managers and subordinates have different roles and responsibilities, and various factors can influence their job satisfaction. One of the critical factors that affect job satisfaction is job autonomy. A study by DeGroot and Kiker (2007) found that managers had higher job autonomy, which was positively related to job satisfaction. In contrast, subordinates had lower job autonomy, negatively influencing their job satisfaction. Another factor that impacts job satisfaction is the employee and supervisor relationship. A study by Erdogan and Bauer (2009) found that managers had a more positive relationship with their supervisors than subordinates, significantly affecting their job satisfaction. In contrast, subordinates had a more negative relationship with their supervisors, negatively impacting their job satisfaction. Furthermore, job satisfaction can be influenced by the level of stress and workload that employees experience. A study by Luthans and Sommer (2002) found that managers had a higher workload and more job-related stress than subordinates, negatively impacting their job satisfaction. Moreover,
job security and career advancement opportunities can also influence job satisfaction. A study by Argyris and Schon (1978) found that managers had higher job security and more career advancement opportunities than subordinates, positively influencing their job satisfaction. In conclusion, the job satisfaction of managers and subordinates can be influenced by various factors, including job autonomy, the relationship between the employee and the supervisor, workload and stress, and job security and career advancement opportunities. Organizations need to recognize these factors and address them accordingly to improve the job satisfaction of their employees.

LEADERSHIP INFLUENCE SURVEY

According to the Qualtrics survey on job satisfaction in the IT industry (Q15), most respondents cited a combination of unit-level leadership and organization leadership as contributing to their sense of job satisfaction. Expressly, 20% of respondents indicated that unit-level leadership contributes the most to their job satisfaction, and 24% indicated that organizational leadership contributed the most. In comparison, 54% responded that combining both contribute to job satisfaction. Only 2% of respondents cited other factors contributing the most to their job satisfaction.

This result is consistent with previous research, which suggests that leadership is critical in shaping employee job satisfaction in the IT industry. For example, a study by (Akkerman et al., 2017) found that transformational leadership, which involves inspiring and motivating employees to achieve their full potential, was positively associated with job satisfaction among IT professionals. Similarly, a study by (Akkerman et al., 2017) found that supportive leadership, which involves providing emotional support and guidance to employees, was positively associated with job satisfaction and employee
retention in the IT industry. Overall, the study highlights the importance of effective unit and organizational leadership for promoting job satisfaction in the IT industry. Organizations prioritizing leadership development and creating a supportive work environment will likely see higher employee job satisfaction and retention.

**METHODOLOGY**

Research Design:

Like the methods used in study one, study two will be solely quantitative. A representative group of participants will be identified and selected via Qualtrics to participate in the survey; these individuals must meet the five categories identified to be considered a good candidate for the research survey. Furthermore, both age, race, and gender for the sample size must be representative of the larger tech industry. In 2014 the U.S. Equal Employment Opportunity Commission (EEO) ran a nationwide longitudinal study to survey the demographic of the technology industry. The participants in this study will be administered a 21-question survey containing questions regarding organizational leadership (vertical) and team-level leadership (Horizontal) impacts on their level of job satisfaction. The results from the study will then be run in a liner multiple regression model via SPSS where a t-values score will be compared to see which of the two dimensions (Vertical or Horizontal) is statistically significant, as H4 states there should be more of a significance on unit level leadership (Horizontal).

Data Requirements:

Study two administers surveys to a representative sample size of IT workers through Qualtrics; these participants will be required to meet the minimum qualifications to participate in the leadership influence survey. All participants must agree
to take the survey, be 18, and currently work in a US-based MNE. The participants will take a 21-item Likert survey ranging from 1 strongly disagree to 5 strongly agree. The survey will be sent via Qualtrics to the participant's email, where the participants can take the survey. The Survey aims to identify if unit-level leadership has more of an influence on an individual’s sense of job satisfaction than organizational leadership; this is based on the study run by ((Drouin et al., 2018), which concludes that unit-level leadership has more of an influence over individuals by proximity.

Obtaining the data:

Quartics is used to collect the data sample from the participants (n=430)

Data preparation:

The survey questions are then cleaned to remove incomplete and inconsistent answers. The survey questions are then transformed into SPSS and grouped into categories to measure the strength of the relationship between the job satisfaction phenomenon and unit-level leadership and organizational leadership.

Data Analysis:

A multiple regression model is run in SPSS to identify what variables significantly impact worker job satisfaction. This will provide organizations to study workforce job satisfaction to determine what factors of leadership scale (team vs. organizational level) have a greater impact on workforce satisfaction. Furthermore, the t-test will tell what questions affect the participants more. In study two, the independent variables are team-level leadership, and organizational and job satisfaction remain the dependent variable being measured. Moreover, R squared and ANOVA with be captured to provide further statistical details on the independent predictor variables. R squared
The ANOVA provides in percentage how much the predictor is responsible for the variance. Finally, the ANOVA will provide evidence if the regression model is significant at $> .05$. 

<table>
<thead>
<tr>
<th>Table 4. Study 2 Conceptual Dimensions</th>
<th>Measures (specific scales, questions, metrics, etc., associated with Dimension)</th>
</tr>
</thead>
<tbody>
<tr>
<td>5-Point Likert Scale For Ratings</td>
<td>Strongly Disagree, Disagree, Neither, Agree, Strongly Agree</td>
</tr>
<tr>
<td></td>
<td>1. How satisfied are you with the level of collaboration and teamwork among your colleagues and superiors?</td>
</tr>
<tr>
<td></td>
<td>2. How satisfied are you with your workload and job demands?</td>
</tr>
<tr>
<td></td>
<td>3. How satisfied are you with your opportunities for career advancement within the organization?</td>
</tr>
<tr>
<td></td>
<td>4. How satisfied are you with the level of trust and respect among colleagues and superiors in the organization?</td>
</tr>
<tr>
<td></td>
<td>5. How satisfied are you with the level of flexibility in your work schedule and location?</td>
</tr>
<tr>
<td></td>
<td>6. How satisfied are you with the level of communication within the organization?</td>
</tr>
<tr>
<td></td>
<td>7. How satisfied are you with the level of training and development opportunities provided by the organization?</td>
</tr>
<tr>
<td></td>
<td>8. How satisfied are you with your compensation and benefits package?</td>
</tr>
<tr>
<td></td>
<td>9. How satisfied are you with the level of employee recognition and rewards provided by the organization?</td>
</tr>
<tr>
<td></td>
<td>10. How satisfied are you with the level of resources provided by the organization to help you succeed in your job?</td>
</tr>
</tbody>
</table>
Table 5. Study Two Regression Results

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Regression Weights</th>
<th>Beta Weights</th>
<th>Adj. R Square</th>
<th>F</th>
<th>t-value</th>
<th>P-value</th>
<th>Hypothesis Supported</th>
</tr>
</thead>
<tbody>
<tr>
<td>H4a</td>
<td>ULL→JS</td>
<td>.356</td>
<td>.588</td>
<td>307.38</td>
<td>5.242</td>
<td>&lt;.001</td>
<td>Yes</td>
</tr>
<tr>
<td>H4b</td>
<td>OL→JS</td>
<td>.434</td>
<td>.588</td>
<td>307.38</td>
<td>6.392</td>
<td>&lt;.001</td>
<td>Yes</td>
</tr>
</tbody>
</table>

**H4a.** Unit Level leadership significantly predicts JS, $F(2, 427) = 307.388$, $p < .001$, which indicates that team level does effect play a significant role in the shaping of JS $(b = .356, p < .05)$. The results direct a positive effect on JS. Moreover, the $R^2 = .588$ indicates that the model explains 59% of the variance in the Table shown in the summary findings.

**H4b.** Organizational level leadership significantly predicts JS, $F(2, 427) = 307.388$, $p < .001$, which indicates that the Fit does effect play a significant role in the shaping of JS $(b = .180, p < .05)$. The results direct a positive effect on JS. Moreover, the $R^2 = .588$ indicates that the model explains 58% of the variance in the Table shown in the summary findings.
STUDY ONE: PIOLET STUDY SPSS DATA TABLES

Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
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<tr>
<td>Q12</td>
<td>4.02</td>
<td>1.070</td>
<td>430</td>
</tr>
<tr>
<td>ULL</td>
<td>3.9614</td>
<td>.87658</td>
<td>430</td>
</tr>
<tr>
<td>OL</td>
<td>3.9265</td>
<td>.91330</td>
<td>430</td>
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</table>

Correlations

<table>
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<th>Q12</th>
<th>ULL</th>
<th>OL</th>
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</thead>
<tbody>
<tr>
<td>Pearson Correlation</td>
<td>1.000</td>
<td>.742</td>
<td>.751</td>
</tr>
<tr>
<td>ULL</td>
<td>.742</td>
<td>1.000</td>
<td>.890</td>
</tr>
<tr>
<td>OL</td>
<td>.751</td>
<td>.890</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (1-tailed)</td>
<td></td>
<td>&lt;.001</td>
<td>&lt;.001</td>
</tr>
<tr>
<td>Q12</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ULL</td>
<td>.000</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>OL</td>
<td>.000</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>430</td>
<td>430</td>
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</table>

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>.766a</td>
<td>.590</td>
<td>.588</td>
<td>.686</td>
<td>.590</td>
<td>307.388</td>
<td>2</td>
<td>427</td>
<td>&lt;.001</td>
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</table>

a. Predictors: (Constant), OL, ULL
b. Dependent Variable: Q12
ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
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</thead>
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<tr>
<td>1</td>
<td>Regression</td>
<td>2</td>
<td>144.820</td>
<td>307.388</td>
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</tr>
<tr>
<td></td>
<td>Residual</td>
<td>427</td>
<td>.471</td>
<td></td>
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<tr>
<td>Total</td>
<td>490.812</td>
<td>429</td>
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a. Dependent Variable: Q12

b. Predictors: (Constant), OL, ULL

Coefficients

<table>
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<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
<th>95.0% Confidence Interval for B</th>
<th>Lower Bound</th>
<th>Upper Bound</th>
<th>Zero-order</th>
<th>Partial</th>
<th>Part</th>
<th>Tolerance</th>
<th>VIF</th>
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<tr>
<td>1</td>
<td>(Constant)</td>
<td>.304</td>
<td>.155</td>
<td>.050</td>
<td>.000</td>
<td>.000</td>
<td>.598</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OL</td>
<td>.434</td>
<td>.083</td>
<td>.356</td>
<td>.001</td>
<td>.271</td>
<td>.524</td>
<td>.387</td>
<td>.742</td>
<td>.162</td>
<td>.208</td>
<td>.404</td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Q12

Histogram

Dependent Variable: Q12

Mean = -2.50E-15
Std. Dev. = 0.996
N = 430
STUDY TWO DISCUSSION

Job satisfaction is a critical factor in the retention and productivity of employees. This study aimed to examine the impact of leadership on job satisfaction at the unit and organizational levels. The analysis of H4a and H4b revealed that unit-level organizational-level leadership significantly predicts job satisfaction. The findings from H4a show that unit-level leadership significantly affects job satisfaction. This result is in line with previous studies that have shown that leadership at the team level is critical in enhancing employee job satisfaction. The regression coefficient of 0.356 indicates a 0.356 increase in job satisfaction for every unit-level leadership increase. This result implies that team leaders are critical in creating a positive work environment that enhances employee job satisfaction. Furthermore, the r square value of 0.588 indicates that the model explains 59% of the variance in job satisfaction,
which suggests that other factors beyond leadership at the unit level may also play a role in shaping job satisfaction.

Similarly, the findings from H4b show that organizational-level leadership also significantly predicts job satisfaction. The regression coefficient of 0.180 indicates that for every organizational-level leadership increase, there is a 0.180 increase in job satisfaction. This result suggests that leadership at the organizational level is also essential in enhancing employee job satisfaction. The R square value of 0.588 indicates that the model explains 58% of the variance in job satisfaction, suggesting that other factors beyond organizational leadership may also shape job satisfaction.

The results of this study have important implications for organizational leaders and managers. The findings suggest that unit- and organizational-level leadership is critical in shaping employee job satisfaction. Therefore, organizations must train their leaders to enhance their leadership skills and create a positive work environment that enhances employee job satisfaction. Moreover, organizational leaders must pay attention to factors beyond leadership, such as job design, work-life balance, and employee recognition, that may also impact employee job satisfaction. In conclusion, this study highlights the critical role of leadership in enhancing employee job satisfaction. The results from H4a and H4b indicate that both unit- and organizational-level leadership significantly predict job satisfaction. Therefore, organizations must invest in leadership development programs to enhance their leaders’ skills and create a positive work environment that enhances employee job satisfaction. Moreover, organizational leaders must consider factors beyond leadership that may impact employee job satisfaction.
In conclusion, this study highlights the critical role of leadership in enhancing employee job satisfaction. The results from H4a and H4b indicate that both unit- and organizational-level leadership significantly predict job satisfaction. Therefore, organizations must invest in leadership development programs to enhance their leaders' skills and create a positive work environment that enhances employee job satisfaction. Moreover, organizational leaders must consider factors beyond leadership that may impact employee job satisfaction.
CHAPTER 4
LIMITATIONS

Despite the numerous research contributions and insights into the antecedents of job satisfaction, this study has several limitations. First, the literature review highlighted a need for universal agreement on the definition of job satisfaction across industries, which could limit the generalizability of the findings. Second, the impact of employee responses on the identified constructs of job satisfaction was found to vary, suggesting that country and industry-specific factors may influence job satisfaction. Third, there needed to be more consistency in the literature review on how leadership empowerment and organizational culture changes lead to generalizable assumptions of employee satisfaction. This gap indicates that further research is necessary to understand the complex interplay between these factors and job satisfaction.

Additionally, the age, gender, and social backgrounds of participants used in prior studies were found to vary, making it difficult to generalize the findings across industries. Lastly, this study did not consider other factors that may impact job satisfaction, such as employee motivation and work-life balance, which could influence the results. Further research should be conducted in specific controlled environments to obtain more accurate and reliable results.

IMPLICATIONS

The implications of this study stem beyond the traditional business environment. Moreover, this research has deep roots in social science, such as psychology, through prior research on similar construct’s effects on this antecedent of the job satisfaction phenomenon. The social implication of this phenomenon will not only allow...
organizations to use this study to base business decisions, but this research will contribute by bridging prior interpretive research through this empirical study. In addition, future researchers could expand on these research findings and probable limitations. Moreover, future researchers can test the integrity of the research findings on job satisfaction concerning the identified constructs of employee empowerment and organizational culture to see if the research findings will hold up after a period or will this study be a casualty of future generational shifts in both business and academic practices. Finally, as for organizational implications, the findings of the research could convince senior organization leadership to invest more into the constructs of the job satisfaction phenomenon; research done in the literature review points out that organizations that have placed investments in the empowerment of their employees and created a strong work culture benefit from the following.

1. Appeal to the best talent in competitive industries
2. Employee retention
3. Increased employee productivity

However, the research did point out that applying the constructs to an organization does not promote a universal sense of employee job satisfaction across all industries and geographies; the notion of non-generalizable findings for the researched phenomenon presents an opportunity for future research to study and compare the distinctions in job satisfaction across various industries both domestic and overseas, the findings will aid MNE’s draft regional HR policies to maximize employee workplace satisfaction.
MANAGERIAL IMPLICATION

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Regression Weights</th>
<th>Beta Coefficient</th>
<th>Adj. R Square</th>
<th>F</th>
<th>t-value</th>
<th>P-value</th>
<th>Hypothesis Supported</th>
</tr>
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<tbody>
<tr>
<td>H1</td>
<td>Fit→JS</td>
<td>.352</td>
<td>.608</td>
<td>123.99</td>
<td>4.265</td>
<td>&lt;.001</td>
<td>Yes</td>
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<td>H2</td>
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<td>.608</td>
<td>123.99</td>
<td>-2.629</td>
<td>.009</td>
<td>Yes</td>
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<tr>
<td>H3</td>
<td>LE sub→JS</td>
<td>.073</td>
<td>.608</td>
<td>123.99</td>
<td>1.174</td>
<td>.241</td>
<td>No</td>
</tr>
<tr>
<td>H4 (a)</td>
<td>ULL→JS</td>
<td>.187</td>
<td>.608</td>
<td>123.99</td>
<td>2.107</td>
<td>.036</td>
<td>Yes</td>
</tr>
<tr>
<td>H4 (b)</td>
<td>OL→JS</td>
<td>.408</td>
<td>.608</td>
<td>123.99</td>
<td>4.573</td>
<td>&lt;.001</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 6. Managerial Implications

Among these variables, managers should pay attention to the P-value represents the probability of obtaining a result as observed, assuming there is no true relationship between the independent variable and the dependent variable. Therefore, a lower P-value suggests stronger evidence for a relationship between the independent and dependent variables. In this study, the independent variable with the lowest P-value is organizational fit and leadership (<.001). This indicates that organizational fit and leadership have the strongest statistical evidence of being associated with the dependent variable. Managers should prioritize efforts to enhance organizational fit and leadership.
as they have the strongest impact on the dependent variable under investigation.

However, it is important to note that P-values alone should not be the sole basis for decision-making. Other factors, such as practical significance, theoretical relevance, and contextual considerations, should also be considered when making managerial decisions.

Furthermore, the shared R-square value of .608 suggests that the combination of all the independent variables explains approximately 60.8% of the variance in the dependent variable. This indicates that a substantial portion of the dependent variable's variability can be attributed to the variables included in the model. Managers should recognize the collective influence of these variables and consider them holistically when formulating strategies and making decisions. To maximize the effectiveness of managerial actions, it is recommended that managers focus on improving organizational fit and leadership while also considering the other variables that have demonstrated a significant relationship with the dependent variable. By understanding the importance of organizational fit and its impact on the dependent variable, managers can make informed decisions to align their organizational practices, processes, and structures to enhance the overall fit between the organization and its employees. This alignment can lead to improved employee outcomes, organizational performance, and sustainable success, along with other benefits discussed in this paper.
REFERENCES


Barwinski, Roman; Bouncken, Ricarda; Kraus, Sasha; Ratzmann, Martin (2020). Coworking spaces: Empowerment for entrepreneurship and innovation in the digital and sharing economy, *Journal of Business Research*, (114),102-110. [https://doi.org/10.1016/j.jbusres.2020.03.033](https://doi.org/10.1016/j.jbusres.2020.03.033)


<table>
<thead>
<tr>
<th>Theoretical Framework</th>
<th>Description</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical Social Theory CST</td>
<td>CST, at its core, aims to interpret preliminary empirical investigations and interpret the findings. CST describes the central tenets an individual considers when thinking of job satisfaction</td>
<td>(Mahon, 2014 p.47).</td>
</tr>
<tr>
<td>Dual-factor Theory</td>
<td>The Dual-factor or Two-factor theory explains workplace continuity by categorizing the theory into two buckets (1) Motivators, Factors that motivate the workforce (2) Hygiene, which is a factor if not present, will not motivate employees. The constructs of organizational empowerment and the organization's culture may act as hygiene factors.</td>
<td>(Kang, 2018)</td>
</tr>
<tr>
<td>Organizational theory</td>
<td>Organizational theory (OT) serves as the baseline theory for the study; OT</td>
<td>(Karapancheva, 2020)</td>
</tr>
</tbody>
</table>
explains how organizations behave as a whole and how they affect and are affected by their environments. This study deep dives into this theory by looking at how (1) the structure of the organization influences the workforce through the empowerment of their employee and (2) The organization's culture, how the culture facilitates the overall job satisfaction of the workforce.

| Social Identity Theory | Social Identity Theory (SIT) suggests that groups are part of our identity; the theory also proposes that there are ingroups and outgroups within an organization, which suggests that there can be delineations within the workforce. The identified | (Tajfel & Turner 1986) |
Exhibits

Figure 19:

A conceptual model of the antecedence of the job satisfaction phenomenon and the two constructs of leadership empowerment and organizational culture. The left of the figure represents the outputs of the constructs, being (1) making the organization more appealing to the talent pool, (2) the organization able to hold on to its employee (3) employee increased productivity.

Figure 5. Capitalization Conceptual Model of the Antecedence of Job Satisfaction
Figure 6. Company Investments and Employee Experience

Data collected from 250 organizations drew a correlation between investing in empowering their employees and increasing organizational performance.
Figure 7. Industry Correlation between Workforce Investments in Job Satisfaction
Industry-drawn correlation between stock price and worker satisfaction.

Figure 8. Company Investment Correlation to Employee Job Satisfaction

Median age of the labor force, by sex, race, and ethnicity

<table>
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<tr>
<th>Group</th>
<th>1999</th>
<th>2009</th>
<th>2019</th>
<th>2029</th>
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<tr>
<td>Total</td>
<td>39.0</td>
<td>41.5</td>
<td>41.9</td>
<td>42.6</td>
</tr>
<tr>
<td>Men</td>
<td>39.4</td>
<td>41.4</td>
<td>41.9</td>
<td>42.5</td>
</tr>
<tr>
<td>Women</td>
<td>39.0</td>
<td>41.6</td>
<td>41.5</td>
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<td>White</td>
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<td>42.1</td>
<td>42.7</td>
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<tr>
<td>Black</td>
<td>37.9</td>
<td>39.4</td>
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<td>40.9</td>
</tr>
<tr>
<td>Hispanic origin</td>
<td>24.7</td>
<td>26.0</td>
<td>28.2</td>
<td>29.0</td>
</tr>
</tbody>
</table>


The median age of the US workforce (2019)
Figure 9. Industry Participation Index by Gender U.S. Equal Employment Opportunity Commission (EEO) Tech industry workforce diversity (2014)

INDUSTRY PARTICIPATION BY GENDER SEX AND RACE GROUPS
HIGH TECH VS. ALL PRIVATE INDUSTRIES
APPENDIX A

Attachment IRB Submission

ANTECEDENTS OF EMPLOYEE JOB SATISFACTION: HOW ORGANIZATIONAL EMPOWERMENT AND ORGANIZATIONAL CULTURE IMPACT THE WORKFORCE

Minimal Risk Protocol
Subodha Kumar, Andrae Reddish

ABSTRACT OF STUDY

The goal is to study how the constructs of organizational empowerment and organizational culture impact workforce job satisfaction (JS), prior studies of the JS phenomenon have made correlations between the two industries, such as banking and medicine; however, there is a void in the IT industry. The research method for this study is solely quantitative, using a grounded theory approach to obtain and analyze the respondent data using comparative analysis to make generalizable inferences based on the identified (N=400) sample size of the IT industry. This exploratory study aims to analyze and synthesize a generalizable consensus of the IT industry regarding the antecedence of JS and the two identified constructs of organizational empowerment and organizational culture; furthermore, does one of these contracts hold more weight over the other? Moreover, this study will examine the social interaction between the principal and the agent dynamics in an organizational setting. The study of JS is intended to aid organizations in making more informed decisions on their force by understanding the values their organizations place on the empowerment of their employee and the culture that their leadership fosters. Additionally, this research is expected to largely contribute
to human resource management activities by providing an introspective look into the psyche of the workforce using organizational theory.

Protocol Title
ANTECEDENTS OF EMPLOYEE JOB SATISFACTION: HOW ORGANIZATIONAL EMPOWERMENT AND ORGANIZATIONAL CULTURE IMPACT THE WORKFORCE
1) Investigator
   a. Subodha Kumar, Director of Center for Business Analytics and Disruptive Technologies Concentration Director, Fox School of Business, Temple University
   b. Andrae Reddish, DBA student, Fox School of Business
2) Objectives
   a. To better understand how the workforce JS is impacted by organizational empowerment and the organizational culture
   b. Should organizations put more resources towards one over the other? Do the two constructs play a signification role in the JS phenomenon
   c. Should there be more emphasis at the individual team level rather than the organizational level
3) Background
   Employee Job satisfaction remains one of the top key concerns amongst organizations globally. With technology disruptions and the transformation of
industry landscapes, top-performing organizations are constantly evolving to gain or maintain a competitive advantage in their industries; organizations rely on their workforce commitment to a shared mission. As industries evolve and increasingly become more competitive across the globe, specifically in the US, organizations will need to invest in HR personnel and allocate budgets to identify effective strategies to maintain worker satisfaction which in some identified industries have a direct correlation to workplace performance. Singh defines the job satisfaction phenomenon as an emotional response closely related to an individual's sense of contribution in his/her workplace (Singh et al., 2019). To measure the antecedence of job satisfaction, the constructs of organizational empowerment and organizational culture are used to set the perimeters of this research. This paper reviews the literature regarding the confines of the phenomenon and the identified constructs of organizational empowerment and culture. The findings in the literature draw implications for (1) organizational appeal to recruitment, (2) Employee retention, and (3) increased workplace productivity. This exploratory quantitative study looks into existing research on the job satisfaction phenomenon via consensus on popular literature on the subject. It uses these findings and best practices to drive further insights by conducting research via a survey on participating subjects and case studies to supplement the findings.

Job satisfaction is one of the organization's most difficult challenges in today’s competitive work environment. The application of employee job satisfaction can benefit organizations by increasing the employee’s productivity and aiding in the retention of top-performing employees, which may increase the
overall chances of an organization gaining a competitive advantage in its respective domestic or international market; this may ultimately lead to greater organizational performance and profitability. The job satisfaction phenomena have broader implications for academic research. In the field of human resources, the study of this phenomenon may unlock insights into some of its most challenging and dynamic research, like understanding the interplay between “human capital as a mediator in the relationship between HR practices and performance” (Wright & McMahan, 2011, p.93). The job satisfaction phenomena also bleed into the social sciences like psychology and sociology, where the implications of this study may provide a deeper understanding of the social science field questions, like understanding the perceptions of stress and how it affects the social-emotional state of employee’s and this direct link between stress and employee perceptions of job satisfaction (Collie et al., 2012). Finally, the social science implications may highlight larger systematic societal issues that future researchers can leverage in this study to explain the new phenomenon as they relate to job satisfaction in the context of organizational empowerment of employees and the organization's culture.

Definitions

Despite the increasing importance of job satisfaction in today’s competitive market environment and the abundance of scientific research on the topic subject matter, there is yet to be a universally agreed upon definition for this phenomenon. However, a large consensus related to this phenomenon universally suggests that job satisfaction is a positive psychological phenomenon that an individual experiences in the context of their
work environment (Emery et al., 2019). Singh similarly defines job satisfaction as an emotional response closely related to an individual's sense of contribution in his/her workplace (Singh et al., 2019). According to Singh’s approach to the job satisfaction phenomena, this definition implies that job satisfaction is influenced by external factors that cause an individual to respond a certain way when responding to how he/she feels when asked how satisfied they are about their role in an organization.

Singh’s definition of the job satisfaction phenomena acts as a basis for this study; the external factors of organizational empowerment and organizational culture are often associated with benefiting the larger organization as a collective rather than an individual contributor. This study aims to take an introspective look characterized by sampling a population of the IT industry to gain quantifiable insights on the influence of organizational empowerment and culture on the level of job satisfaction an individual experiences.

4) The setting of the Human Research

Subjects will be selected to participate based on work experience in the IT industry. The study setting will be conducted via a Qualtrics panel survey, utilizing Qualtrics prescreened survey participants. All subjects will be US adults over the age of 18.

5) Resources Available to Conduct the Human Research

This research requires limited resources besides time, computer or phone. The researchers have the resources required to conduct this research effectively.

6) Prior Approvals
Other than IRB approval, no other approvals from other organizations are required.

7) Study Design

This quantitative study will be administered via Qualtrics panel survey

Method: Qualtrics will utilize a sample size of their internal pool of vetted candidates that meets the established

Ideal interviewees – Current employees in the IT field (All levels of leadership) and agree with the preestablished definition of job satisfaction (definition; an emotional response that is closely related to an individual's sense of contribution in his/her workplace)

Purposive sampling: Multiple industries and levels of leadership within scope.

Potential participants will be recruited through Qualtrics anonymous and deidentified

Consent Form Language

The posted Qualtrics message will read:

“Please read the brief consent form and statement and provide consent by accepting the terms to proceed with the survey or decline to end the survey.

This survey will take only 7 to 10 minutes. Your feedback will be used in my research on job satisfaction

1. Study title: Job Satisfaction Survey

2. Researcher: Andrae Reddish, MBA, Doctorate of Business Administration candidate, Temple University.
3. Description: I am inviting you to participate in a research study. Participation is completely voluntary. If you agree to participate (I am at least 18 years old), you can always change your mind and withdraw.

4. What is the purpose of this study? First, I want to understand what causes an individual to feel a sense of job satisfaction in the workplace and the most important factors that contribute to this sense of job satisfaction.

5. What will I do? You will be asked to complete this survey about your attitudes toward job satisfaction.

6. Risks: There are no foreseeable risks, discomfort, or inconveniences associated with participation in this study. None of the measures present more than minimal risk to the participants. Some questions may be very personal. You can skip any questions you don’t want to answer or stop the survey entirely.

7. Possible benefits: Your answers to survey questions should help us understand the link between organizational culture, employee enablement, and job satisfaction.

8. Compensation: You will be compensated for participation in this study.

9. Data collected from this survey may be shared with other researchers to validate this study. However, the data collected will be de-identified (all identifying information removed).

10. Who can see my data?

- We (the researchers) will have access to all of the collected responses, so we can analyze the data and conduct the study.

- The Institutional Review Board (IRB) at Temple University, the Office for Human Research Protections (OHRP), or other federal agencies may review all the study data. This is to ensure we’re following laws and ethical guidelines
• We may share our findings in publications or presentations. If we do, the results will be untraceable to you, and if we quote you, we’ll use pseudonyms (fake names).

Contact information: For questions about the research, complaints, or problems: Contact Andrae Reddish, MBA., Department of Business. Temple University Andrae.reddish@temple.edu or by cell 267-481-2573”

Survey Questions: The survey will cover Four topic areas:
Demographic data
Questions related to organizational empowerment
Questions related to organization culture
Questions related to job satisfaction
Screening Question: Do you agree to participate in the survey

Survey Questions

Gender Identity: For this survey, Gender Identity refers to one's self-identified gender rather than the gender assigned at birth.

What is your ethnicity?
What is your age group?
Highest level of education completed?
Employment status? (full-time/part-time)
How long have you been employed at your current organization
Please selected must select the most appropriate regarding the current level of management in your career.

Approximate gross yearly income?
How satisfied or dissatisfied are you with your ability to make independent decisions?

How satisfied or dissatisfied are you with your ability to collaborate with teams outside of your direct management?

How satisfied or dissatisfied are you with your ability to make decisions in your role?

Do you feel that your organization/management encourages you to make strategic decisions beyond the scope of your role?

Do you feel appreciated for your dedication and commitment to your work?

How satisfied or dissatisfied are you with your organization's culture?

How satisfied or dissatisfied are you with your opportunities for career progression?

Do you feel respected in your workplace?

How satisfied or dissatisfied are you with the inclusivity policy?

How satisfied or dissatisfied are you with your organization's work culture?

Do you think your organization prioritizes diversity and inclusivity in the workplace

Overall, how satisfied or dissatisfied are you with your organization?

In a brief of 1-3 words, what is your most important contribution(s) to feeling satisfied in your career?

Inclusion and Exclusion Criteria

Participants involved in this survey will have to have in the past or currently work in the IT industry and be at least 18 years old.
The definition of JS, for this research, is carefully written to have a baseline understanding of the study, “job satisfaction phenomenon as an emotional response that is closely related to an individual's sense of contribution in his/her”

Local Number of Subjects

A total of 400 individual surveys will be conducted with various levels of leadership and employees within IT organizations,

Study Timelines

- Recruitment efforts will commence immediately following IRB approval.
- Surveys will be sent to participants via Qualtrics panel survey (n=400) willing participants, estimated to be completed within one to three weeks of IRB approval.
- Data analysis will begin as soon as all 400 surveys have been returned, to be finished by the end of Winder 2022.

A. Study Endpoints

The study is required as part of my DBA research. I hope to finalize and complete my dissertation, including this study, by April 2023.

B. Procedure Involved in the Human Research

After Qualtrics has received payment for the survey, they will identify qualifying participants through their pool of vetted candidates.
Participants will be asked to sign a written consent to move forward with the survey. The written consent form will be attached to the Quartics survey link; participants will be asked to confirm that they agree with the consent form. The signed consent will be stored with completed, password protected in Qualtrics.

Following their signed written consent, the participants will commence, guided by a one-on-one survey question outlined (See interview questions above).

Each survey will be saved using and de-identified.

No names or places of employment will be asked, or any other confidentiality is requested.

Participants who request a copy of the completed study in the form of the dissertation will receive it later.

\textit{a. Data management}

\begin{itemize}
\item Since no names are collected and saved in the data analysis and reporting. The participants will remain anonymous
\item Each survey will be recorded in Qualtrics. Once the surveys are complete, files will be password-protected in the Qualtrics database so only the researcher can access the file.
\end{itemize}
• The surveys will then be content analyzed by Quartics and other analytical tools, password-protected.

b. Withdrawal of Subjects

This study is voluntary. Subjects can change their mind or withdraw at any point in the interview or study without explanation or penalty.

If it is discovered during the survey, the subject does not meet the survey requirement; the participant will be thanked and excluded from the study due to lack of relevant experience.

8. Risks to Subjects

There is little risk to the subjects. The questions asked in this survey will not deidentify the participants; their details will be kept confidential.

9. Potential Benefits to Subjects

The identified participants will be paid $10 to participate in the survey, a rate per Qualtric's estimate.

10. Privacy and Confidentiality

No health information will be requested or required as part of this market study, so HIPAA regulations do not apply.
The identities of participants will not share their names or other identifiable markers. Instead, the information will be stored in a password-protected device. The information subject will be incorporated into the dissertation data set.

Economic Burden on Subjects

The only cost to the subject for participation would be the use of an internet connection to log into Qualtrics, which is a program that is free to participants and for which, The Qualtrics survey will be a paid service for the participants, with an estimated rate of $10 per participant, once survey is completed.

Subject Compensation

$10 is paid to participants per survey through Qualtrics.
11. Consent Process

This survey will follow HRP-802 INVESTIGATOR GUIDANCE: Informed Consent.

Indicate whether you will include any of the following populations:

**Individuals who are not yet adults (infants, children, teenagers)** - If so, review the CHECKLIST: Criteria for Research Involving Children to ensure that you have provided sufficient information in this protocol to allow the enrollment of children.

**Pregnant women** - If so, review the CHECKLIST: Criteria for Research Involving Pregnant Women to ensure that you have provided sufficient information in this protocol to allow the enrollment of pregnant women.

**Prisoners** - If so, review the CHECKLIST: Criteria for Research Involving Prisoners to ensure that you have provided sufficient information in this protocol to allow the enrollment of prisoners.

**Adults unable to consent** - If so, review the CHECKLIST: Criteria for Research Involving Cognitively Impaired Adults to ensure that you have provided sufficient information in this protocol to allow the enrollment of cognitively impaired adults.

- A written consent form will be provided to all participants before the start of the survey. The form is an agreement between me as the researcher and the participant outlining the roles. The consent form will contain my credentials and the procedures, the nature of the study, risks & benefits of being in the study, payment & privacy, contracts & questions, statement of consent, the date, and the signature of myself and the participant. The consent form will be confidential and secured in a locked device.

Non-English-Speaking Subjects
Since the researcher only speaks English fluently, only English-speaking participants will participate in the study.

Waiver or Alteration of the Consent Process (consent will not be obtained, required information will not be disclosed, or the research involves deception)

Not applicable, no deception will be used.

12. Process to Document Consent in Writing

Written consent will be requested before moving on to the survey. The written consent is then saved via Qualtrics survey.

Sharing of Results or Incidental Findings with Subjects

The results of the research effort, in the form of the final dissertation, will be shared with participants upon request to see the findings.