

Does Organizational Culture Influence Job Satisfaction? A Comparative Analysis of Two Multinational Companies

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Abstract

Organizational culture of an organization is paramount to the management and coordination of business operations in an organization. The type of organizational culture in an organization being strong or weak will have an influence on employees' job satisfaction and performance. It is noticeably observed that employees perform well in an environment that they feel satisfied with, and the level of satisfaction derived can be an antecedent of the corporate culture being implemented in the organization. Adopting a literature review approach, the purpose of the study was to analyse the organizational culture two multinational companies in relations to their employees' job satisfaction. Thus, the study is conducted with the objective of analysing the corporate cultures of these two technology giant companies in terms of their employees' job satisfactions. By utilizing a qualitative research method, we found that both companies' corporate cultures contain relevant elements that are necessary for employees' job satisfactions. Also, to some extent both companies have significant similarities in terms of their corporate cultures. As a limitation, the study is unable to determine which company has superior corporate culture than the other in terms of employees' job satisfaction. Thus, we suggest similar studies to be conducted on the topic with the use of organizational culture profile (OCP) survey instrument in determining the corporate cultures of the two companies in relations to their employees' job satisfaction and performance.

Keywords: Organizational Culture, Job Satisfaction, Performance, Work Environment

JEL classification: M14

DOI: 10.24818/RMCI.2021.2.138

Introduction

Nowadays business environment is very difficult with fast changing demands that lead to corporate restructuring, which often precedes employees to feel

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unsatisfied about their working environments and their jobs. Since the 1980s, organizational culture has emerged as a modern aspect of business management, and it is recognized as a way of successfully surviving in a rapidly evolving world, (Nam & Kim, 2016). Essential company's qualities are controlled by its organizational culture. The organizational culture infuses every important component of the organization. Within an organization, culture plays a variety of roles, it provides organizational identities, and it also establish boundaries between one entity and another, as well as between individuals and it improves the organizational system level by regulating employee conduct (Tianya, 2015). Thus, understanding the relationship between employee job satisfaction and company culture is a crucial research subject.

Organizational culture on employees job satisfaction continue to received considerable attentions in many business journals (Dwirantwi, 2012). As outlined by (Abhijeet Pratap, 2017); (Stephen, E.N., & Stephen, 2016) culture is an imperative instrument needed to bond members of organization, improve employees' performance and to build a strong brand image for a business enterprise. The development of culture in an organization take on a gradual process and once develop, it act as source of motivation, empowerment, unionism for members of the organization (Tianya, 2015). Hence, one of the enabling factor to the performance of employees in software development companies like Google and Microsoft, is having a conducive and embracing working environment that enabled them to express their ideas, participate in decision making processes and explore that skills and talents through the concepts of uniformity and collaboration. In nutshell, strong culture is a necessity for employees' performance in these companies (Khalif et al, 2018).

On the other side, it is stressed that no one form of organizational culture is superior to another, and that various cultures are ideally suited to different workplaces, corporate ideologies, and types of businesses, (Ehrhart, Schneider & Macey, 2013). Various researchers have emphasized that organizational culture has a strong impact on organization, management and employees, hence in any company the process of hiring an employee, employee performance and employee job satisfaction is centred on organizational culture. Organizational culture has a major influence on motivation, individual learning, communication, organizational principles, group decision-making, and dispute resolution, hence organizational culture exist in the organisation with an aim to strengthen unity and harmony, as well as to pique employees' interest and innovation in order to boost the organization's productivity (Tianya, 2015).

Further, the external business environments influence organizations' decision makings and restructuring motives. Organizations restructure their internal business activities for better decision making processes and to operate more effectively and efficiently (Chapman, n.d). Further, the understanding of culture of an organization by managers is utmost important. The success of the organization may depend on employees behaviours and perceptions which if positive, can provide a competitive edge for the organization (Twumasi-ankrah, 2012); (Dwirantwi,

2012). Also, the long-term sustainability of the organization might be depended on having deep understanding of the culture of the organization. Moreover, employees' job satisfaction can be understood as something subjective and varies by individuals. Individuals in the organization may have different perspectives of how they value their jobs. Based on personal expectations and values, members of the organization may rate the satisfaction they receive from their jobs differently (Khalif et al, 2018). This phenomena might be because organizational culture acts as a compass which influences behaviour of both the employees and employers, it also restricts their behaviour, this applies to the limitations imposed by corporate culture and the shared organizational goals that must be met (De, 2007). Thus, employee contribution to achieving the organization's goals on a shared path is increased when the company has a strong culture (Shahzad, 2014). Therefore, this study utilize a qualitative research method in reviewing and analysing relevant literatures on the subject in understanding the organizational cultures of Google and Microsoft on their employees' satisfactions. The review of relevant literatures on the subject will give an insight of how these two software giant companies cultures accommodate employees to perform well while having good feelings and being motivated to carry out their roles and responsibilities in the two companies.

Organizational culture

The study of organizational culture continues to be an interesting topic of debate in many platforms and a focus of studies for many researchers. There exist different schools of thoughts on the study of organizational culture. For example, sociologists use approaches from anthropologists in studying culture on wider grounds while psychologists adopt the method of empirical studies in the forms of surveys to study the effect of culture on people (Jason A. Colquitt, Jeffery A. Lepine, 2005). Further, we can recognize two main approaches to study of organizational culture. The first approach under review is the dimension approach which is widely used in quantitative research studies. The interrelated structure approach is the second approach that is utilize in analysing techniques of studying interrelationships among domains of structures (Dauber et al., 2010). Viewed in another lens, the works of William G. Ouchi, (2017) identifies two approaches to the study of organizational culture. The first approach they identified is the macro analytical approach which entails a holistic approach in identifying the roles of culture in maintaining groups of people and the conditions that bind groups to cultures and subcultures.

Further, the second approach identified was the micro analytical approach which recognizes and identified culture as something that resides in the psychological mind sets of the people. However, there exist challenges in studies of the corporate culture of an organization. This is because the image portrait by the organization to the outside world might be significantly different from the realities of what exists inside the organization. The public persona of the organization is largely influenced by labour force acts, public relations, advertising, and other external agents. Noticeably observed, these external forces direct organizations in

building cordial working relationships with their employees (David Klein, James Schmeling, 2005). Culture in its broadest sense refers to the guiding principles in directing the behaviours of people to actions that are just and condoning actions that are unfair and exploitive in the society (David Klein, James Schmeling, 2005). Corporate culture can view as pre-defined assumptions binding members of the organization in the attainment of business strategies and goals (Dauber et al., 2010).

More so, the cultural values of an organization are believed to be the norms and values that govern the business operations of an organization. Also, the observable characteristics of an organization like symbols, ceremonies, and rituals reflect the cultural values of a business organization. To add on, the communication system of an organization and the daily interactions and expressions of employees of their norms and values sums up to determine the corporate culture of an organization (Sagiv & Schwartz, 2007). In the same vein, (Jason A. Colquitt, Jeffery A. Lepine, 2005), (Sun, 2009), (Allaire & Firsirotu, 1984) defines organizational culture as common knowledge on the norms, values, and rules that dictate the attitude of the employees to behaviours that are necessary to the success of the organization.

Further, the conceptual models developed on the study of organizational culture play significant roles in generating theories in empirical research studies (Hatch, 1993). One of the most cited pieces of literature on the models of organizational culture is (Hatch, 1993) model of dynamic organizational culture and (Schein, 1990) work on organizational culture. The two models have some points of convergence and some divergent points on concepts of organizational culture. The cultural dynamic model of Hatch is derived from cultural anthropology of evaluating culture from stable versus unstable circumstances of an organization. With the dynamic model, (Hatch, 1993) proposed culture to constitute different processes that are linked together. Relating to the works (Schein, 1990), the model posed the question of the interrelationships between the facets of organizational culture that is, the values, assumptions, and artifacts. The dynamic model in consideration of the aforementioned components further includes four other processes; which include: manifestation, realization, interpretation, and symbolization. The manifestation aspects of the dynamic model talk about how the individual norms and values translate to tangible assumptions that the organization adopts as corporate values. The realization components indicate the materializing and socializing of individual expectations and feelings into visible artifacts through the process of maintaining or changing the existing corporate values. The model further argued the translations of ideas and assumptions to symbols to recognized them as objects or discourse (Hatch, 1993).

Further, the viewing of organizational culture as an onion gives a better insight into the constituents of organizational culture. Schein, (1990), Schein & Night, (1993) divides the components of organizational culture into three components:

- The first component is the observable artifacts. The observable artifacts are visible components that serve as a reference tool in directing the behaviors of the employees. More so, artifacts are of six types; symbols,

the building, rituals, communication tools, and events that are unique to a particular organization.

- The second component is the espoused values which can be understood as the explicitly stated vision, mission, norms, beliefs, and principles which signifies the purpose of the existence of the organization.
- The last but not the least mentioned component was the underlying assumptions that dictate and control the behaviors of people in an organization. The figures below are the representation of the two models explained.

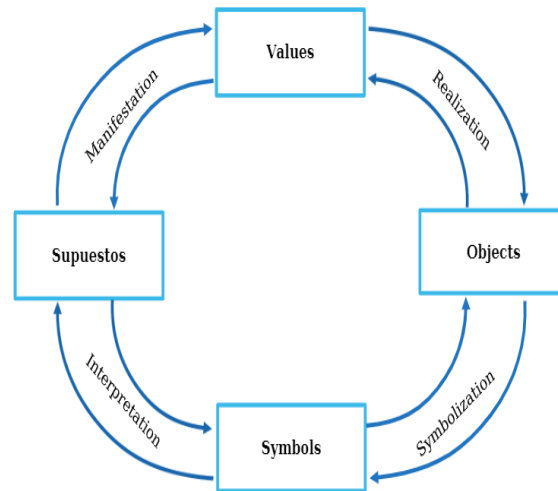


Figure 1. Cultural Dynamic Model
Source: (Vásquez-Rivera, 2017)

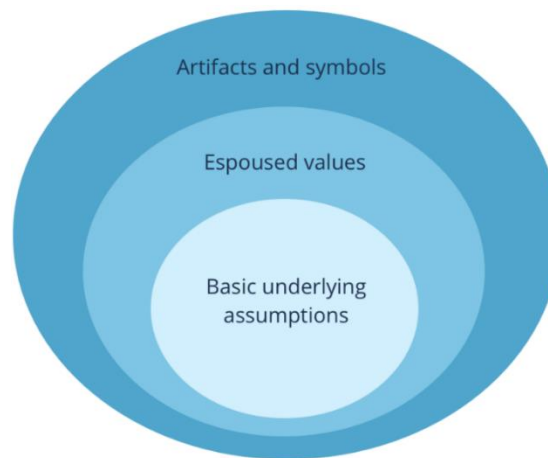


Figure 2. Components of Organizational Culture
Source: UxPlanet.org., 2020

Moreover, the observable features of an organization for example, the symbols and rituals reflect the cultural values of an organization. For instance, uniforms signify the hierarchical values of an organization (Sagiv & Schwartz, 2007). Further, the hierarchical levels of an organization define the domains and roles each member of the organization plays. It is further explained as a structure that outlines and provides meaningful directions to the fulfilment of the vision and mission statements of the organization (Dauber et al., 2010). However, there exist gaps in organization effectiveness literature on the importance of culture in maximizing the values of employees (Onday, 2016). Thus, requiring the need for cultural management in an organization in the full attainment of employees' values. Further, in comparison to the works of MALO, (2015); Cameron, Kim S. & Quinn, (2006), the study of (Dwirantwi, 2012) outlined four major types of organizational culture and four additional types based on business environment in which the organization operates, the relationship between managers and employees and the level of employees involvement in decision making process of the company. Below is the explanation of the organizational culture types:

- **Bureaucratic/ Hierarchy Culture:** This type of organizational culture is highly characterized with adherence to rules, formalities, procedures, standards, and channel of communications in an organization. The main concerns in this organizational culture type is being stable, predictable, and efficient. Standardized products and services are widely valued by organizational members. Also, the outline of rules, policies and major decisions are centered on the top management.
- **Clan Culture:** In clan culture the widely acceptable norms and behaviors in the organization are teamwork, collaboration, commitments by individuals, and socialization by members of the organization. In this type of an organization, employees perform their task beyond their contractual obligations with the organization. Salary increment and other enticements are seen to be fairly provided by the organization.
- **Entrepreneurial/Adhocracy Culture:** Organizations with this type of culture encourages creativity and innovation in order to create a change. The organization operate with motives of capturing a competitive edge in the market. Also, employees in these organizations are being empowered which act as a driving force to the growth and development of the organization. To sum up, the main characteristics of this cultural type is dynamism, creativity, empowerment, and innovativeness.
- **Market Culture:** The prevailing rule in the market culture organizations is profitability and competitiveness. Individuals in this type of organization perform their tasks based on their job their descriptions and nothing more. There exist no further commitments by employees beyond their contractual agreement with the organization towards the growth of the business. Socialization and collaboration among member is not a dominant rule in these organizations.

- The Power Culture: An organization with this type of culture tends to value subordination and reporting channels in the organization. Resource are unequally distributed and position and power are widely recognized. Also, the form of leadership in these organization is “one-man” leadership in which the top management outline all rules, policies and decisions.
- Role Culture: Individuals in role culture organizations tend to rely more on their job descriptions in carrying out their duties and responsibilities. Tasks are clearly stimulated and reporting channels are also clearly identified. More so, all members in the organization are expected to abide by their contractual agreements with the organization.
- The Achievement Culture: In this type of an organization, individuals performs their tasks with the aim and objectives of achieving a common goal. The organization’s mission and vision statements act as a guiding principle in accomplishing of their tasks. More so, the mission of the organization function as a magnetic force in directing of their performance.
- The Support Culture: Mutual trust and support are prevailing forces in this type of organization. Also, the organization recognizes the efforts of employees and give them due respect for their works. The presence of conducive working is what keep many people in this type of organization.

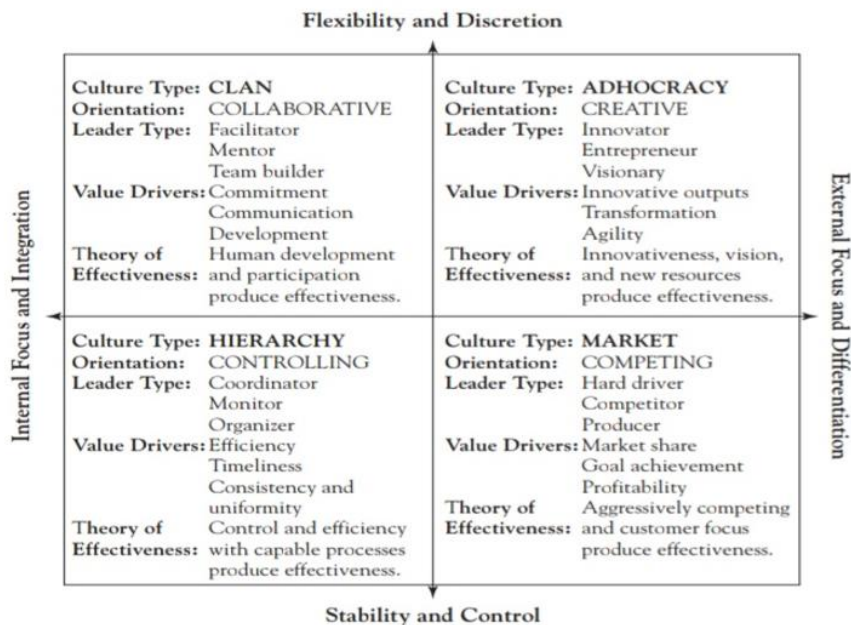


Figure 3. Interconnectivity and competing values of organizational effectiveness, leadership and organizational theory
Source: (Cameron, Kim S. & Quinn, 2006)

Job satisfaction

Based on literature there exist different dimensions on the influencing factors to employee job satisfaction. The works of (Locke, 1969) highlights two dimensions that influence job satisfaction these are intrinsic dimension and extrinsic dimension. The intrinsic refers to the task the employee must do whether the task is interesting and allows the employee to exercise skills, develop abilities and be stimulated by the results of the task. The extrinsic refers to advancement and recognition, the financial benefits such as the wage/salary, adequate resources with which to do their jobs well healthy and friendly working environment. On more solid ground, (Locke, 1969) defines job satisfaction refers to an overall affective orientation on the part of employees towards individual tasks and roles assigned to them in fulfilling the organization objectives. Also (Locke, 1976) further defined that job satisfaction is a positive pleasurable emotional state resulting from the appraisal of one's job. (Neog and Barua, 2014) highlights that job satisfaction is a combination of psychological, physiological and environmental conditions that causes a person to be honest and satisfied with his work.

Based on these perspectives we can say the hiring of any employee to organization is centred on skills, talent, and experience necessary by the individuals to execute the tasks that are geared towards the growth of the organization. As also highlighted by (Hasibuan, 2013), employee performance refers to an employee's ability to accomplish tasks assigned to them based on their knowledge and experience. However various authors have stipulated that employee performance is largely influenced by organizational culture. Such as (Tjahjadi, 2001) who argued that a positive organizational culture would provide workers with a consistent path in which to carry out their responsibilities, increase output efficiency to optimal levels and reach high levels of job satisfaction. (Organ, 1977) argue that social exchange theory illustrates how employees express gratitude to the organization when they are satisfied with their jobs, therefore they reciprocate the organization by conducting themselves in a manner that helps the organization enhance effectiveness.

More so, the studies of (Kreitner and Kinicki, 2005), they suggested a model for evaluating work satisfaction based on five factors: needs fulfilment, incompatibility, value achievement, equities, and character/generic components. According to the authors, need fulfilment happens when the work requires the employee's needs to be met, and incompatibility justifies satisfaction as a result of fulfilled expectations, satisfaction arises from a view of a job that allows for the fulfilment of work values that are essential to the employee, more so employees that are handled equally at work are more likely to be satisfied, according to the equation. Finally, the character/generic model describes how work satisfaction is affected by one's personality.

Also two factors were suggested that influenced job satisfaction by (Mangkunegara, 2005) these includes employee factors and working environment, factors such as intelligence (IQ), skills, age, gender, physical health, level of

education, work experience, attitude, emotions, ideology, and perception, are suggested as employee factors that affect job satisfaction whereas on the other hand, awareness about the nature of work, organizational structure, and position one occupies, supervision of good quality, financial guarantees, promotional opportunities, social engagement, and working relationships are suggested as working factors that affect job satisfaction.

Hence in this regard we can say organizational culture that works well increases work satisfaction of an employee, (Tejayadi, Laba & Pradana, 2019). A positive and strong organizational culture inspires an average employee to perform well, while a negative and poor culture can demotivate an exceptional employee, causing them not to perform well and eventually leave, (Dahie, Takow, Nur, & Osman, 2016). Employees' self-confidence and loyalty are enhanced by a strong corporate culture, which also decreases work stress and strengthens ethical actions, (Shazad, & Luqman, 2012). Also, organizations poor performance and turnover is affected by employee dissatisfaction with an organization's culture, (Nwakoby, Okoye & Anugwu, 2019). In addition, organizational culture shows the essential characteristics of an organization, hence if the organizational culture is valuable it becomes a source of sustainable competitive advantage for the organization (Tianya, 2015).

Organizational culture of Microsoft Corporation

Microsoft as one of technology giant company in the United States is well-known for its innovative capabilities and taking a lead in impacting change in the IT industry and the world at large. The company since inception, offer wide range of products and services ranging from Microsoft Office 365 commercial, Clouds, Microsoft Teams, Windows, gaming and entertainment consoles to software development tools. More so, some of the company's main competitors are Google, Apple, IBM, Facebook and Oracle (Schwarz, 2019). The company is believed to dominate the desktop software market of the United States (David Klein, James Schmeling, 2005). In term of the cloud business segment, the company is found to be the biggest in the world (Microsoft, 2020). Further, the business operations of Microsoft is anchored on the mission of empowering everyone on the planet including business organizations to achieve more (Microsoft, 2020), (Jaime Teevan, Brent Hecht, 2020). To add on, the company continue to maintain its competitive edge in the IT industry by building a strong digital culture in the work spirit of every employee in the company (Van der Bel, 2018), (Microsoft, n.d.).

The outbreak of the corona virus pandemic in 2019 led to sluggish of many business operations around the world. Most companies due to the pandemic, has declared bankruptcy and others earned low profits and income due to decrease in demand in the market. However, the story was different for Microsoft. As a technology giant in the industry, the company performs exceptionally in terms of revenue generation in the fiscal year of 2019. According to Microsoft, (2020), the company earned 125 billion dollars in revenue, 43 billion dollars in operating income

and more than 50 billion dollars in operating cash flows in 2019. This compared to fiscal year of 2018, the company earned 110.4 billion dollars in revenue and 35.1 billion dollars in operating income (Microsoft, 2019). Noticeably observed, the long term success of Microsoft lies with its competent employees who work seamlessly to ensure that their customers' experiences are improved. Hence, we can say, the human capital of the company is the backbone of the company (Microsoft, 2020). Also, Microsoft aligned its corporate culture with employees' individual cultures thus, building a cultural dimension that promotes employees empowerment (Abhijeet Pratap, 2017).

More so, Microsoft has an adhocracy, clan, and support forms of corporate culture wherein the management of the company empowers employees to creativity, innovation and growth in performing of their jobs (Microsoft, 2020), (Zavyalova & Kucherov, 2010), (Jaime Teevan, Brent Hecht, 2020). To elaborate further, the corporate culture of the company promotes employees to explore their capabilities in an agile manner while bearing the norms of delivering quality services and products to their customers. Thus, the characteristics of the company corporate culture are: accountability, Quality and Innovation, responsiveness to customers, growth mind-set, diversity and inclusion (Kutsevol, 2017). Further, Microsoft embrace the culture of zero tolerance to discrimination. The company give equal chance to every member of the company regardless of race, gender and background to contribute ideas to the growth and development of the company through a policy of respect, integrity and honesty (Microsoft Corporation, 2018), (Microsoft, 2020). To add on, the company is well-known for providing opportunities to individuals who are differently enabled to work in the company hence recognizing their skills and talents (David Klein, James Schmeling, 2005). Further, according to the CEO of the company Satya Nabella, the company has taken a giant step in closing the gap of its espoused culture. Thus, aiming to improve the employees' satisfaction and motivation (Microsoft, 2020).

Studies have indicated that investment in human capital of company yields long term benefits for a company (Moro et al., 2020). More so, employees when given support, a conducive working environment, freedom to express their idea tend to show more positive attitude to work than when they are deprived of these opportunities. These enabling factors when given to employees, they feel more satisfied and motivated to perform their tasks (Jason A. Colquitt, Jeffery A. Lepine, 2005). Also, organizations with support culture type tend to gain more performances and provide more satisfaction to employees (Khalif et al, 2018). The findings of Moro et al., (2020), Shahzad, (2014), Johnson et al., (2019) indicates that employees in IT companies feel more satisfied with their jobs when the collaboration among them i.e. employees are conducive than the reverse and also performs well in favourable working environment. As part of the corporate culture of Microsoft, the company ensure to provide safe and conducive working environment for its employees. On a periodic basis, the company engage in general assessment of the physical structures of the company to ensure they are safe and free from any hazard that is detrimental to the employees (Microsoft, 2020).

Further, Microsoft offers a wide range of benefits and packages to employees as a form of motivation. Some of the benefits workers enjoy for working at Microsoft includes: comprehensive health care package, family support, special offers on Microsoft products and services, conducive working place, leaves and other financial supports in forms of loans (Microsoft, 2020). According to a survey conducted by anonymous poll in Microsoft, the percentage of employees who says they are proud to work for Microsoft was 92% in fiscal year of 2016, a consistent figure of 92% in 2017 and a 1 percent increase in 2018 to 93%. In terms of positive word of mouth towards the company, the percentage of the participants who said they will recommend Microsoft as a great place to work was 87% for fiscal year of 2016, 88% for 2017 and 89% for 2018. Thus, according to the results, the percentage of employees who have favourable comments about the company increases by 1% for the three periods under review. Further, the percentage of the participants who declared to have cordial working relationships with their managers was 93% for all the three years i.e. FY2016, FY2017 and FY2018 (Microsoft Corporation, 2018). The graph below indicates the results of the survey.

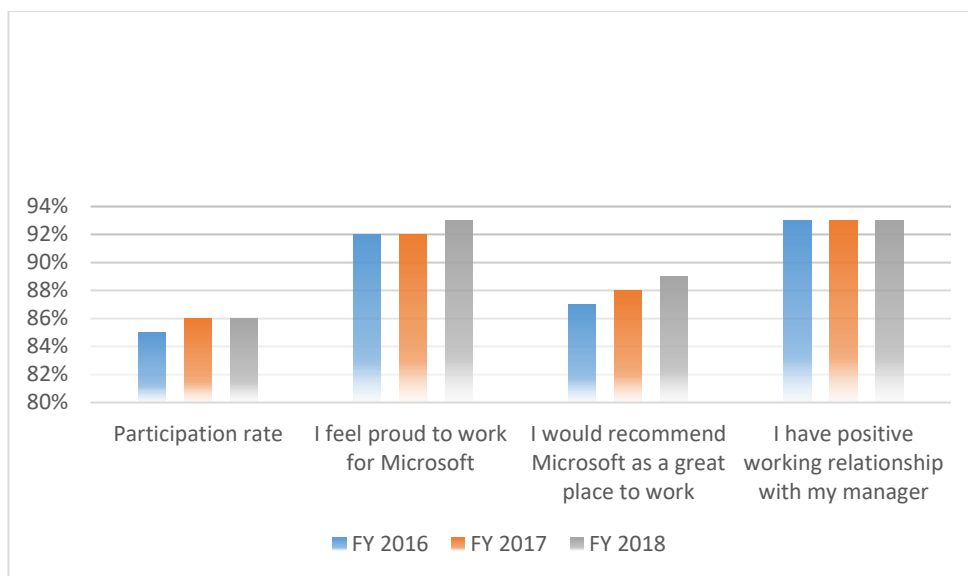


Figure 4. Microsoft Corporation's global employees' annual anonymous poll survey
Source: (Microsoft Corporation, 2018)

The organizational structure in Microsoft is “Product type divisional” in which all the divisions under the umbrella of the company function independently. Each division has its unique product line, research, sales and customer representatives. Although some decisions are made by divisional heads, but all major decisions are made and outline by top management. There exist broad reporting system in which several employees report to a single manager. However, the structure enable the company to make quick decisions regarding customers in

different regions (Harisai Anil et al., 2017). Further, Microsoft developed a concept called “One Microsoft” with the motive of promoting uniformity, and connectivity among employees through team spirit. The global offices operate on the philosophy of “operating without boundaries” in an effective and collaborative manner (Chapman, n.d).

How Google’s Corporate/organizational culture influence employee job satisfaction?

Google is a multinational technology organization headquartered in the United States that provides a range of Internet-related services and products, including a search engine, online advertising technologies, cloud storage, software, and hardware. Google is amongst one of the best leading company in the information technology and online advertising sector. At the start of operations, the company started operating with only 7,000 Googlers (Webers, 2008). Currently Google creates hundreds of items that are used by billions of people around the globe, these includes YouTube and Android, Gmail and Google Search.

Over the years Google has shown amazing growth rate and performing well compared with similar companies in the same market. According to (West, 2016) Google established a distinctive corporate culture which aims at the attracting and hiring esteemed individuals with special talents around the world. With this, (Voza, 2017) argued that leading companies such as Google and Apple are 40% more productive when compared to other average companies, Google is able to do that because it attracts best employees and high performers. At Google, they prioritize using data to inform everything of what they do, such as hiring employees, developing products and services to ensure fairness and build a more representative workforce (Google Annual diversity report, 2020).

To transform their creative ideas into software and bring technological advancement to the world, they need an open and comfortable atmosphere, more attention to organizational culture could help to foster this form of creative environment, (Aryanto, Fontana and Afiff, 2015). (Tran, 2017) argues that the formula for Google’s success is that the company prioritize their employees by creating a unique workplace culture that fits the needs of the employees. According to (Davenport, Harris and Shapiro, 2010) Google prioritize working environment hence they are constantly researching and finding best practices that will most effectively please employees and assist them in their work and optimize productivity.

More so, Google always want to implement a working environment culture that is comfortable and stimulating for employees this involves providing workers with a work environment that encourages them to be creative, (Meek, 2015). Google takes a hands-on approach’ as one of its organizational culture approaches, this cultural trait emphasizes the importance of using experiential learning to improve employees' awareness, skills, and abilities. For example, employees at Google get breakfast, lunch, dinner, and snacks during work so that they do not have to worry about food. The company provides in-house basic health and dental

check-ups covered by the company; they also get haircuts from professional hairdressers. Access to dry cleaning machines. They also get leisure time by receiving massages from licensed massage therapists. Access to best exercising machines and swimming pools. Allowed to rest with in-house nap pods. Employees also have access to video game stations across Google offices. Hence these perks create a working unique and cool place where employees at Google feel treated well and their needs taken care of.

In terms of organizational structure, Google is a “flat” company, with smaller number of middle managers and an upper management. In addition, with this kind of organization structure it prevents the longer process of delivering information and diluting information as compared to a tall structure which it takes longer to process information through the many levels of managers, (Carzo & Yanouzas, 1969). Google’s flat organizational structure encourages all employees to have a voice it allows for free communication among employees of all levels, allowing them to express their opinions or concerns directly to the CEO without going through manager or supervisor. According to (Hsieh, 2010a) Google practice a prevalent open culture which encourages all employees, including customers, to freely express their ideas and opinions in order to create a more comfortable and friendly working environment. Further, on yearly basis Google conduct yearly surveys called Googlegeist for employees. Google is globally praised for its culture of practising transparency and open-door policy where weekly meeting are hosted and every employee voice out and discuss their opinions and the CEO address those questions, this absence of top-down hierarchy fosters a more open environment for employees to voice their opinions and new ideas. This kind of practice makes the employees feel appreciated. More so, Google’s culture is reflected in their decision making as well all employees in the company are involved in decision making. (Scott, 2008) applaud Google for encouraging the employees to make mistakes and corrects them, at Google the culture of experimenting is encouraged, instead of pointing out the damage and blaming the employee for the mistake they had done, the company would be interested in investigating what caused the problem and how to fix it as quickly and efficiently as possible. As also argued by (Shahzad, 2014) that employees would be motivated to take an active role in decision-making and to share their new ideas with management in order to increase organizational success if the company has a strong culture. Hence this kind of culture makes the employees to always want to generate and explore ideas that might be beneficial to the company, employees and customers.

Google encourages diversity and is against discrimination of any kind which resulted in them developing a bias removal tool on job postings resulted in an 11% increase in applications, (Google Annual diversity report, 2020). Amongst the dimensions of organizational culture is innovation and risk-taking, which refers to the extent to which employees are encouraged to be innovative and take risks, (Robbins, 2005). This is the prevalent culture that is highly practiced at Google, employees are encouraged to be innovative and to take risks. Google Company highly prioritize employee recognition for all the efforts both small and big

contributions made towards achieving company desired goals. One of the most prestigious award in Google for employee is paid in the form of Google Stocks Unit where it will be future investment for the employee itself.

Google is engaged in a lot of community work projects, this kind of engagement boots organizational culture of Google. This kind of culture benefits Google employees it provides opportunities for employee to be actively involved in community building and training where it will help to add another social dimension for the employee, strengthening relationships and create a more entertaining environment. For example through Google.org, the company has funded numerous initiatives and organizations to support climate action, access to clean energy, and conservation. In 2019, Google.org launched a \$4 million fund to support non-profits and academic institutions in Europe and Latin America that are leading data-driven climate action efforts, (Google environment report, and 2020).

An online survey which was conducted between Google and other US based companies showed that 97% of the employees at Google are happy to work there as compared to 59% of other companies. The results of the study shows that employees at Google are satisfied with their working environment and their jobs.

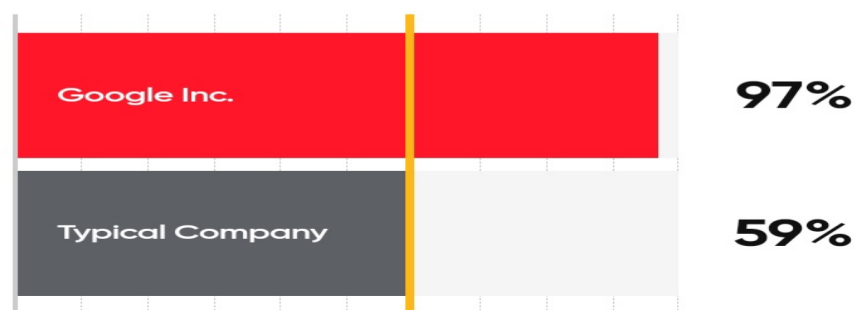


Figure 5. United States Employee National Engagement Study
Source: Source: Great Place to Work 2019

The summary representation of the differences and the similarities of the two organizations corporate cultures are presented in table 1 and 2 below. From the summary, it can be observed that both companies has corporate cultures that are relevant to their employees' job satisfaction and motivation.

Differences between Google's and Microsoft's Organizational Cultures

Table 1

Microsoft	Google
Through the concept of “One Microsoft”, the company is able to foster unity and collaboration among its employees	There exist no unique proper philosophy in the company that promotes uniformity and collaboration among the staff

Microsoft	Google
On the other hand, Microsoft's corporate culture does not provide employees hedonic benefits like fun and entertainment.	Through its corporate culture, Google provides hedonic benefits to its employees through access of various recreational facilities, fun, and an environment that provides entertainment to them coupled with flexible working environment.
Employees at Microsoft are only rewarded in terms of other financial benefits but not owning a stock in the company. However, they are provided assistance in their stock purchase plans.	Google company highly prioritize employee recognition they award for employee is paid in the form of Google Stocks Unit where it will be future investment for the employee.
The support given by Microsoft to employees does not cover area of provision of food in form of lunch.	Google on the other hand, provide food to its employees which means they eat a healthier controlled diet, which enhances their well-being.
Employees at Microsoft are not involved in community projects and initiatives. But are however engaged in volunteering services to organizations and institutions.	Google is engaged in a lot of community work projects, this kind of engagement boots benefits Google employees it provides opportunities for employee to be actively involved in community.
Employees at Microsoft are empowered to make carryout their tasks with no default in order to earn customers satisfaction. Thus one of the facets of the company's organizational culture is accountability, quality and responsiveness to employees. With high priority to integrity, honesty and respect.	Google utilize an experimental learning techniques wherein employees are encourage make mistakes and learn from it.
Microsoft has "Product division" type of organizational culture in which many employees report to a single manager.	Wherein the type organization structure in Google is "flat structure" with shorter reporting lines.
The company's organization culture is anchored on empowering everyone including employees, customers and organizations to earn more. More so, the culture of strong digital culture lies on the centre of the company's organizational culture.	The corporate culture of the company does not cover beyond empowerment of employees. It cover and cater for the unique welfare of the employees.
Microsoft's corporate culture lacks sufficient employee autonomy.	Employees at Google have autonomy

Similarities between Google's and Microsoft's Organizational Culture

Table 2

Microsoft	Google
The cultural type of Microsoft can be characterized as clan, entrepreneurship, market, and support culture.	Similarly, in addition to clan, entrepreneurship culture, and market cultures Google also have achievement culture in which it awards employees based on performance.
Microsoft employs a standard hiring mechanism in which prospective employees undergo several test and assessments before being employed.	Likewise Google also utilize a standard hiring policy in which it targets to employ high performing and outstanding employees.
Employees are given an enabling environment in which they can voice out their ideas and partake in decision making.	The working environment in Google provides employees the freedom to express their ideas and to take part in decision making.
The corporate culture of the company have zero tolerance to discrimination and promotes inclusion and diversity.	Also at Google, operations are done with tolerance to discrimination and everyone in the company is treated equally.
Microsoft's corporate culture promotes and encourages risk taking and innovation by employees.	On the same token, the corporate culture of Google encourages employees' creativity and risk taking.

Conclusion

The most essential apparatus to an organization growth and development is having enabled and well trained individuals who provide their inputs to the progress of the organization with high sense of belonging, creativity, and collaboration. Hence, we can be said employee's job satisfaction is depended on the corporate culture of the organization. For an organizational culture to be strong, it should be able to bind members together, coach them, provide guild lines to behaviours and actions, be a source of empowerment, and among all provide some degree of satisfaction to employees' works. Based on reviewed work we have done on the subject regarding Google's and Microsoft's organizational culture, we have found that both companies implement clan, entrepreneurship, support and market cultures which by far reaching have significant impact on their employees job satisfaction. Both companies provide enabling environments that provide employees the platform to express their ideas, explore their talents, contribute in decision making without discrimination. More so, the corporate culture of both companies cater for the welfare and well-being of the employees. Apart from this, employees in both companies are not seen as tools machine needed to accomplish a task, but rather as assets needed for the growth and competitiveness of both companies.

Thus, this study confirmed that the more the organizational culture of the company accommodates the employees, the more the employees are satisfied with their jobs. This is indicating the significance of organizational culture to employees' job satisfaction. Hence, we suggest for both companies to continuously establish

their organizational cultures that suits with current and upcoming global trends. This will enable the companies in creating a sustaining interventions that can make employees to be more satisfied with their jobs. As a direction for future studies, new and improved data sources are needed to be implemented in a form of surveys to provide true reflection of the responses of employees to the organizational cultures of both companies. Besides, by utilizing organizational culture profile (OCP) survey instrument, a proper insight can be drawn on the corporate cultures of the two companies in relations to their employees' job satisfaction. In addition, we recommend both companies to adopt from each other's organizational cultural strengths.

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