THESIS

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Title

Exploring the influence of corporate culture on employee satisfaction and productivity

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Any organization's corporate culture plays an essential part in defining its identity and impacting employee behavior. It includes the norms, attitudes, and beliefs that guide how staff members communicate with one another and external stakeholders. Corporate cultures have historically changed from the rigid, hierarchical settings of the early industrial period to the more fluid, dynamic settings of today. The understanding that a healthy corporate culture may greatly increase employee happiness and productivity—two factors that are critical for accomplishing organizational goals—has sparked a shift in the perception of the significance of corporate culture. The goal of this research is to provide a thorough knowledge of the complex relationships that exist between company culture, employee happiness, and productivity in the modern workplace.

The early industrial revolution management philosophies, which prioritized production and efficiency, are where corporate culture first emerged. Frederick Taylor placed a strong emphasis on division of labor and rigorous adherence to protocols in his scientific management style. However, because of its impersonal and mechanical nature, this inflexible structure frequently resulted in dissatisfaction. The knowledge of the significance of human factors in the workplace expanded along with the growth and evolution of companies. The Hawthorne Studies, which focused on the effects of interpersonal relationships and employee morale on production, in the 1920s and 1930s represented a dramatic change in management theory.

The necessity for a more employee-centered strategy was further highlighted by the human relations movement around the middle of the 20th century, which was driven by theorists like Elton Mayo and Douglas McGregor. The old authoritarian management style (Theory X) was compared with a more collaborative and trustworthy approach (Theory Y) by McGregor, who suggested that the latter may result in improved employee productivity. This change paved the way for modern theories of corporate culture, which place a strong focus on creating an atmosphere that supports workers.

Globalization and technology breakthroughs significantly altered organizational structures and procedures in the late 20th and early 21st centuries. Businesses started to realize that in a highly competitive market, having a healthy company culture may be a critical difference. Understanding how company culture influences different organizational outcomes, such as employee satisfaction and productivity, has therefore become increasingly important. Companies with distinctive cultures that support innovation, creativity, and employee well-being (such as Google, Apple, Zappos), have gained recognition and shown the real advantages of having a strong, supportive corporate culture.

1.2 Problem Statement

Even with an abundance of research on corporate culture, it is still unclear how particular aspects of culture affect worker satisfaction and productivity. Finding and executing cultural practices that successfully improve these outcomes is a difficulty that many businesses must overcome. This knowledge gap is problematic because, in the absence of a clear understanding, businesses could spend money on cultural efforts that don't provide the expected outcomes. As a result, empirical research that explores the particular aspects of corporate culture that have the biggest effects on employee satisfaction and productivity is desperately needed in order to give businesses useful information.

The complex nature of corporate culture is one of the main issues businesses deal with. Things like leadership styles can have varying effects on the attitudes of employees and also their conduct. An authoritarian style can have the opposite effect on productivity from one that promotes employee empowerment. In a similar manner, honest communication may promote cooperation and also employee trust, whereas a lack of communication can result in misunderstandings. Therefore, in order for organizations to create interventions that are effective, they must determine which particular cultural components have the most influence.

Furthermore, a big part is also played by the environment in which corporate culture is embedded. Cultural factors can have varying effects on different industries, as well as the organizational sizes of these businesses and the geographic regions in which they are

located. For example, cultural traits that are successful in a Silicon Valley tech startup may not be as successful in a Midwest conventional manufacturing company. The task of discovering universal cultural norms that improve employee satisfaction is further complicated by this contextual diversity. As such, in order to offer tailored recommendations, research that considers the unique context of companies is required.

Measuring business culture and its effects on employee outcomes is an additional challenge. A lot of research uses self-reported questionnaires, which are prone to bias and inaccuracy, to evaluate worker satisfaction. Employees may, for instance, react more in accordance with their perceptions of what is expected than with their actual feelings or they may find it challenging to appropriately evaluate culturally strange concepts. Measuring productivity is also difficult as it depends on a lot of variables other than company culture (organizational resources, individual skill levels, external economic situations...etc.). Therefore, it is essential to develop reliable metrics for measuring corporate culture and how it affects worker satisfaction and efficiency in order to further our understanding of this topic.

Despite these challenges, there are several reasons why it's critical to understanding the relationship between worker outcomes and organizational culture. First, a number of positive organizational outcomes are significantly correlated with work satisfaction. Employee satisfaction leads to higher performance levels. They also have a higher chance of sticking with the business. Second, productivity plays a significant role in assessing the performance of a business. Productivity growth increases organizational efficiency and profitability. Businesses may create environments that support their strategic goals by understanding how corporate culture affects these results.

Furthermore, the significance of corporate culture is demonstrated by the quick changes that are happening in the modern workplace due to changes in labor demographics and technology advances. The popularity of remote and flexible work arrangements has altered conventional workplace relationships, thus underlining the need for companies cultivating a strong and cohesive culture. Also, businesses need to adjust to the new expectations and values that younger generations -like Millennials and Generation Z- bring to the

workforce. The necessity for a solid understanding of how various cultural components might be used to suit the changing demands of the workforce is made obvious by these generational changes.

1.3 Research Aim and Objectives

The primary aim of this research is to analyze the significant relationship between corporate culture and employee satisfaction and productivity. The study is guided by the following objectives:

- **To Investigate the Impact of Corporate Culture on Employee Satisfaction:** The purpose of this study is to examine the exact ways that company culture affects worker satisfaction. A culture that prioritizes employees (respect, acknowledgment, support) for instance, may result in more people feeling satisfied in their jobs. On the other hand, a lack of support and high levels of stress in the workplace can lead to high turnover rates and employee discontent. The research aims to offer perspectives on how companies can promote a healthy culture that raises satisfaction among workers by examining these dynamics.

- **To Analyze How Corporate Culture Affects Employee Productivity:** This goal means investigating the ways in which different cultural factors impact worker productivity. For example, a culture that values open communication can make it easier for people to share ideas and expertise, which promotes creativity as well as better problem-solving. On the contrary, a culture that is defined by micromanagement for example, may hinder innovation and also lower productivity. By looking at these connections, the research aims to identify the practices that boost productivity to offer solutions to businesses looking to perform better.

- **To Identify Key Cultural Attributes that Contribute Positively to Employee Satisfaction and Productivity:** The study's goal is to uncover these characteristics in order to provide businesses looking to foster a healthy and productive culture with practical advice. This involves offering helpful suggestions on how to put these cultural traditions into practice and maintain them. Organizations may choose

to concentrate on, for example, building channels for open and honest communication. They can also develop transformational leadership training programs, or put work-life balance policies into place.

1.4 Research Questions

In pursuit of the above objectives, this research seeks to answer the following questions:

- How does corporate culture impact employee satisfaction?
- In what ways does corporate culture influence employee productivity?
- What cultural attributes are most significant in enhancing employee satisfaction and productivity?

1.5 Purpose and Significance of the Study

This research aims to close the current knowledge gap about how company culture affects employee satisfaction and performance. Through presenting actual data on the role that company culture plays in improving these results, this study seeks to provide actionable advice for businesses. It is anticipated that the results will assist companies in developing a culture that encourages good worker morale and productivity, which will ultimately result in enhanced organizational performance.

This study's primary goal is to assist companies in improving their overall performance. One of the most important tools for accomplishing strategic goals is corporate culture, and there are enormous advantages to knowing how to maximize its potential. Through the implementation of a healthy organizational culture, companies may improve worker satisfaction and productivity, leading to increased financial performance, increased innovation, and a strengthened competitive edge.

The results of this study will provide insightful information about how to match corporate objectives with cultural initiatives. For instance, companies might use training courses and innovation workshops to boost performance if the study shows how important it is to cultivate a culture of continuous improvement. This research attempts to offer a clear

roadmap for businesses to improve their performance through strategic cultural development by connecting cultural practices to observable results.

There is no one-size-fits-all definition of corporate culture; instead, it differs greatly throughout sectors, organizational sizes, and geographic regions. The significance of context in forming company culture and its effect on employee outcomes is acknowledged in this study. As a result, it will take into account the numerous circumstances in which businesses function and offer advice that is specifically adapted to each situation.

For instance, a software startup's culture may have different values than a manufacturing company's when it comes to factors that boost satisfaction among workers. Through consideration of these contextual variations, the study seeks to provide generalizable insights that are also sufficiently unique to be helpful for many kinds of organizations. By taking this method, the results are guaranteed to be applicable and useful for a broad spectrum of businesses, assisting them in creating a culture that caters to their particular requirements and difficulties.

Apart from offering practical suggestions, this research intends to augment the academic literature on corporate culture, through the provision of actual data. As a basis for further study and real-world application, this contribution is beneficial to academics and professionals alike. The study will also point out areas that require more research, opening up the possibility for more in-depth analysis of the complex relationships between worker performance and business culture, encouraging continued scholarly investigation and aid in the establishment of successful organizational culture practices.

This kind of studies can have impacts on policies that go beyond specific organizations. The findings may be used by regulators and policymakers in the sector to create norms and recommendations that support strong company cultures across industries. For example, by realizing the value of work-life balance and worker wellbeing, legislators may push for laws that facilitate flexible work schedules and mental health programs. At the social level, these measures can contribute to the development of a more encouraging and effective work environment.

1.8 Definition of Terms

To ensure clarity and understanding, the following key terms are defined:

Corporate Culture: The collective values and behaviors that characterize an organization's internal and external stakeholder interactions are referred to as its corporate culture. It includes all of the practices and unwritten rules that define an organization's culture and affect how its members perform (Office layouts, award programs, clothing requirements, leadership philosophies, communication techniques...etc.). It is essential in establishing the general tone of the workplace and has a big influence on worker morale, engagement, and output.

Employee Satisfaction: Employee satisfaction is the degree of contentment that workers feel with their roles and workplace settings. It consists of a variety of components, (opportunities for career advancement, work-life balance, recognition, money, and relationships with coworkers and superiors...etc.). Positive outcomes including better work loyalty, fewer turnover rates, and higher levels of motivation are all linked to high employee satisfaction. On the other hand, low employee satisfaction can result in greater turnover rates, absenteeism, and disengagement.

Employee Productivity: Employee productivity is the degree to which workers carry out their duties and make a positive impact on the objectives of the company. Usually, the output generated in relation to the work and resource input is used to measure it. Employee involvement, skill levels, work environment, technology, and management techniques are some of the factors that affect employee productivity. As productivity has a direct influence on profitability, competitiveness, and overall performance, it is essential for the success of organizations.

Leadership Style: A leader's style reflects how they provide instructions. There are many types of leadership styles that developed over the years (Transformational, transactional, autocratic, democratic, laissez-faire...etc.). Each style is unique in the way they carry out tasks and how they assign them to employees, and each has the potential to impact employee results in various ways, positively or negatively.

Communication Patterns: The manner in which information is shared inside an organization are referred to as communication patterns. This covers routes of communication -both formal and informal- information flow, frequency of the information, and clarity of communication. Good communication practices are necessary to promote a cooperative workplace, which raises productivity and satisfaction among workers.

Values: Organizational values are the core principles and also the ethical standards that guide the behavior and decision-making processes within an organization. These values reflect what the organization stands for and can include many concepts (integrity, innovation, teamwork, customer focus, social responsibility...etc.). Values are foundational to corporate culture and play a significant role in shaping the organizational identity.

Norms: The unwritten rules that control conduct inside an organization are called norms, which also include expectations. They set the parameters for what behavior is acceptable or unacceptable for workers. They may affect anything from the dress code to how coworkers get along. Norms provide uniformity and order in the business culture.

Practices: The customary behaviors and procedures that have developed inside an organization are referred to as organizational practices. These can include ways for completing tasks. They can also refer to the techniques for evaluating performance by the management, and perhaps strategies for staff development. Organizational cultures frequently influence practices, which have a big impact on employee satisfaction.

Work-Life Balance: The balance between one's personal and professional obligations is known as work-life balance. It means managing the responsibilities of the workplace with a balanced lifestyle while taking care of one's personal wellbeing. Employee satisfaction is typically greater in work-life balance-promoting organizations because these workers are better equipped to handle stress. It can increase their efficiency at work by avoiding burnout.

Employee Engagement: The emotional investment that workers have in their company and its objectives is known as employee engagement. Employees that are engaged tend to be more committed to their goals, and also eager to go above and beyond in their work.

They would typically have a higher performance. They can also be more creative. These are all correlated with high levels of employee engagement.

Job Security: The guarantee that a worker will not face the possibility of losing their job is known as job security. Employee productivity can be impacted by job security since stable workers are more likely to be motivated and focused on their work.

Career Development: Career development is the process by which a business offers its workers the chance to grow professionally while improving their skill set (programs for mentoring, training, promotions...etc). Higher employee satisfaction is correlated with effective career development strategies.

Organizational Climate: Organizational climate is the collective perception of employees about the working conditions within an organization (management style, policies, work environment, employee relations...etc.). A positive organizational climate can enhance employee satisfaction and productivity.

Reward Systems: Organizations utilize reward systems as a means of recognizing and compensating staff members for their performance. These can take the form of non-monetary incentives (professional development opportunities, recognition programs...etc.) in addition to monetary ones (raises in salary, bonuses...etc.). Systems of rewards that work are essential for inspiring workers to increase their output.

CHAPTER TWO: LITERATURE REVIEW

2.1 Understanding Corporate Culture

The common values and customs that exist inside a company make up its corporate culture, which is a broad and complex notion. It acts as the social glue that binds an organization together by directing the actions and also interpersonal interactions of its members. Understanding company culture is essential since it shapes the atmosphere within the corporation and impacts worker satisfaction. It also impacts total company performance (Green, 1998).

Schein's Model of Organizational Culture

Edgar Schein's Model of Organizational Culture, which denotes three layers of culture, is one of the most important models for comprehending corporate culture (Suellen et *al*. 2014):

- **Artifacts:** These are the visible and tangible elements of culture, such as dress codes, office layouts, and company policies. Artifacts are the manifestations of deeper cultural elements and can be observed by both insiders and outsiders.
- **Espoused Values:** These are the principles that the organization has made clear are favored (corporate philosophies, mission statements, open declarations of the objectives of the company...etc.). Although they offer a guide for conduct, endorsed values do not always coincide with actual actions.
- **Basic Underlying Assumptions:** Within the organization, they are the firmly held beliefs that are taken for granted. They serve as the cornerstone of company culture and, because they are frequently unconscious, they fundamentally influence behavior. It takes a lot of work to modify basic assumptions, as it is quite difficult to do so.

Competing Values Framework

The Competing Values Framework (CVF), another important paradigm, divides organizational culture into four categories according to two dimensions: internal vs. external focus and flexibility vs. stability (Tianyuan & Nengquan, 2009). The four categories included are:

- **Adhocracy Culture:** Flexibility and an exterior focus are highlighted by this style. It promotes creativity and taking risks because it is dynamic and inventive. Adhocracy-cultured organizations are flexible, while also frequently producing ground-breaking products and services.
- **Clan Culture:** This culture type emphasizes an internal focus and flexibility. It is characterized by a family-like atmosphere, with a strong emphasis on collaboration, participation, and employee development. Leaders act as mentors and facilitators.
- **Hierarchy Culture:** This culture places a strong emphasis on stability and internal focus. It has established protocols with very distinct authority structures, and is organized and managed and leaders prioritize efficiency especially but also consistency and rule compliance.
- **Market Culture:** This type emphasizes an external focus and stability. It is results-oriented, with a strong emphasis on competition, achievement, and goal attainment. Leaders are demanding and drive their teams to meet targets.

2.2 Employee Satisfaction

The degree of satisfaction that workers have with their jobs and workplace is known as employee satisfaction. It plays an essential part in determining worker motivation, and also their productivity. Organizations hoping to enhance their work environment and attain greater performance levels must comprehend the factors that determine employee satisfaction and how to quantify it (Caterina, 2005).

Determinants of Employee Satisfaction

A lot of factors influence employee happiness, including:

- **Work Security:** A key part of employee happiness is the guarantee of ongoing work. When people feel engaged at work, they're more likely to feel safe and stable in their roles (Djoemadi et *al*. 2019).
- **Balance between work and life:** The ability of an employee to keep a healthy balance between their personal and professional obligations determines that employee well-being (Hussein et *al*. 2018).
- **Compensation:** An essential aspect of satisfaction with work is fair remuneration. It covers not only the salary but other benefits also (bonuses, monetary incentives...etc.) (Anton; 2020).
- **Acknowledgment and Rewards:** Workers must feel that their efforts are acknowledged. Frequent recognition programs may raise spirits and increase contentment, especially when there are rewards (Zeb et *al*., 2018)**.**
- **Career Development Opportunities:** Employee happiness is highly dependent on opportunities for growth within the company. A healthy work environment is enhanced by career routes that are well-defined, and also by mentorship and training (Sobia et *al*. 2013).
- **Work Environment:** A safe, comfortable, and supportive work environment is essential for employee satisfaction. This includes physical conditions as well as interpersonal relationships and organizational culture (Sanaz et *al*. 2015).

Theories of Employee Satisfaction

- **Herzberg's Two-Factor Theory:** This paradigm separates motivators from hygienic reasons. While they can help avoid unhappiness, hygiene elements - like pay, job stability, and working environment- do not always result in contentment. In order to create job happiness, motivators (success, recognition, growth opportunities) are necessary (Mohammed et *al*. 2017).

- **Maslow's Hierarchy of Needs:** This theory outlines a progression of employee needs from basic physiological needs to self-actualization. According to Maslow, employees must fulfill lower-level needs (e.g., safety, belonging) before they can achieve higher-level needs (e.g., esteem, self-actualization). Understanding where employees are on this hierarchy can help organizations address their needs more effectively (Gambrel & Cianci, 2003).

Measurement of Employee Satisfaction

There are several ways to measure employee happiness:

- **Questionnaires and surveys** are popular methods for determining employee happiness. These may include a range of topics (working atmosphere, pay, prospects for professional advancement...etc).
- **Focus groups and interviews:** These qualitative techniques offer more in-depth understandings of worker satisfaction. They allow staff members to voice their opinions and worries in their own terms.
- **Exit interviews:** Conducted after an employee departs the company, these interviews can yield important details on the causes of employee departure and may show potential areas for development.

2.3 Employee Productivity

Employee productivity is an indicator of how well workers carry out their assigned responsibilities. Because high productivity has a direct influence on overall performance (profitability, competitiveness), it is necessary for organizations to succeed (Komal & Tahir, 2007).

Determinants of Employee Productivity

Employee productivity is influenced by a number of factors (Md. Al Amin & Mohammad, 2022):

- **Motivation:** High-achieving employees are more likely to be motivated. A number of things (including incentives, recognition, and alignment with company objectives) can affect motivation.
- **Work Environment:** Productivity depends on having a comfortable workplace that promotes worker well-being and reduces distractions. This concerns corporate culture as well as the outside environment.
- **Skills and Training:** In order to carry out their jobs efficiently, employees must possess the necessary training. Opportunities for ongoing learning and growth can raise productivity.
- **Technology and Tools:** Having access to the appropriate tools and technology may have a big influence on performance. Businesses that make investments in modern technology and effective procedures typically see increases in productivity.
- **Management Practices:** Effective management practices, such as clear communication, goal-setting, and performance feedback, are essential for maintaining high productivity levels.

Models and Metrics for Measuring Productivity

The productivity of employees may be measured using a variety of models and measures (Wingard, 2019):

- **Output Per Hour Worked:** This widely used productivity metric determines how much of output generated in each hour of labor.
- **Work Quality:** Understanding productivity requires evaluating the work quality. Quality shouldn't be compromised for high output.
- **Reaching the Objective:** Another technique to gauge productivity is to see how well workers accomplish their objectives (Individual, group, organizational goals...etc.).

2.4 The Interplay between Corporate Culture, Satisfaction, and Productivity

The literature on the relationships between productivity with worker satisfaction and the company culture is summarized in this section. It provides a comprehensive overview

of these interrelationships by highlighting important discoveries from earlier research and pointing out gaps in the literature (Huey et *al*. 2009).

Impact of Corporate Culture on Employee Satisfaction

Studies have indicated that employee satisfaction is highly influenced by organizational culture. Satisfied workers may be raised by an organization with a healthy corporate culture that supports effective communication and a sense of belonging. Supportive leadership is essential for that also. Research has indicated, for instance, that companies with a clan culture—which prioritizes teamwork and professional growth—generally have greater employee satisfaction rates (Reidhead, 2020).

Impact of Corporate Culture on Employee Productivity

Employee productivity is also influenced by corporate culture. Productivity may be increased by creating an environment that values things supporting employees (creativity, responsibility, ongoing development...etc.). For example, adhocracy cultures -which reward creativity and taking risks- are known to increase productivity and innovation (Awadh & Saad, 2013).

Mechanisms through which Corporate Culture Impacts Employee Outcomes

There are many processes that explain the relationship between corporate culture and employee productivity (Awadh & Saad, 2013; Shamsudin & Velmurugan, 2023):

- **Motivation:** Firstly, a positive culture may boost employee motivation by facilitating the alignment of individual and organizational goals, as well as by offering recognition and rewards. Basically, by creating a sense of purpose.
- **Belonging:** Employee engagement may soar when a company cultivates a strong feeling of community and belonging among its workforce.
- **Supportive Work Environment:** Collaboration is encouraged in a supportive work environment that can boost employee productivity.

2.5 Theoretical Framework

This study's theoretical framework incorporates pertinent ideas and models that relate employee satisfaction and their productivity with the organizational culture. In order to prepare the base for empirical research, it offers a framework that describes the proposed connections between the important variables.

Conceptual Map

a conceptual map is a map that explains the connections between employee satisfaction and the company culture they at:

- **Company Culture → Employee Satisfaction:** Positive business culture has a direct correlation with better levels of employee happiness.
- **Company Culture → Employee Productivity:** Productivity is increased by a positive business culture.
- **Employee Satisfaction → Employee Productivity:** A happier workforce produces more output.

2.6 Answering some questions

How does corporate culture impact employee satisfaction?

Job satisfaction is significantly impacted by corporate culture, which shapes the work environment and shapes workers' everyday experiences. The degree to which workers are fulfilled in their professions is known as employee satisfaction, and it includes a number of elements (job roles, work environments, interpersonal connections, organizational support...etc.) (Roos & Van Eeden, 2008).

This study will look at a number of corporate culture aspects in order to fully investigate how corporate culture affects staff satisfaction:

- **Leadership Style:** A leader's interactions with staff members have a big influence on satisfaction at work. For example, increased work satisfaction is frequently linked to transformational leadership, which implies motivating colleagues.

Autocratic leadership, on the other hand, might result in low morale and perhaps significant employee turnover (Metwally et *al*. 2014).

- **Communication Patterns:** Within a company, respect and trust are promoted via honest communication. Employee job satisfaction is higher when they perceive that they are being heard and educated about their work. On the other hand, ineffective communication can lead to many consequences (misunderstandings, annoyance, disinterest...etc.) (Richmond et *al*. 1982).

- **Values and Beliefs:** Job satisfaction is highly dependent on the matching of one's personal ideals with those of the business. Shared fundamental values among employees create a sense of commitment and connection that raises job satisfaction (Aydin & Ceylan, 2009).

- **Recognition and Reward Systems:** satisfaction with work may be increased by regular recognition and other methods like equitable compensation schemes, which help workers feel valued and feel appreciated for their contributions.

In what ways does corporate culture influence employee productivity?

Productivity, which measures how well workers carry out their duties and contribute to the accomplishment of organizational objectives, is an essential indicator of organizational success. Corporate culture affects many aspects (motivation, engagement, general job performance) which in turn affects productivity through a variety of methods (Shamsudin & Velmurugan, 2023).

In order to comprehend how corporate culture affects worker productivity, the following areas of study will be the focus of this research:

- **Motivation:** A company with a great culture can increase motivation by giving employees a sense of direction and also the sense of community. Employee motivation increases the likelihood that they will go above and beyond in their positions, which would boost output.

- **Collaboration and Teamwork:** Collaborative cultures that are team-oriented can encourage more creative problem-solving with efficiency also. When workers collaborate effectively, they can do more than they could on their own.

- **Work Environment:** Productivity may be impacted by the psychological and physical work environment, which is shaped by business culture. Employee performance is enhanced in a work atmosphere that is inclusive and supportive to their workers with having it stress-free.
- **Continuous Improvement:** Continuous development cultures can boost productivity. That happens by the motivating of staff members to pick up new skills and also start more effective work practices.

What cultural attributes are most significant in enhancing employee satisfaction and productivity?

For companies looking to create a healthy and also an effective workplace culture, figuring out the essential cultural traits that boost employee satisfaction and productivity is important. Although there are many different components that make up company culture, certain characteristics have a particularly strong impact on how employees perform (Belıas, & Koustelıos, 2014).

This research will focus on identifying and evaluating the following cultural attributes:

- **Leadership and Management Practices:** Good management techniques, such as those that are encouraging and empowering, are essential to cultivating a good culture.
- **Employee Involvement and Empowerment:** Workplace cultures that foster decision-making among staff members and provide them the freedom to act independently can improve and both productivity and morale.
- **Recognition and Rewards:** Sustaining high levels of satisfaction and productivity for employees requires regular acknowledgment and suitable rewards for them.
- **Work-Life Balance:** Employee satisfaction as well as their productivity are higher in workplace cultures that encourage work-life balance. That can be done by providing flexible work schedules and also fostering employee well-being.
- **Organizational Values and Ethics:** Employee pride and loyalty may be increased by a strong company culture and also a dedication to moral behavior.

2.7 Hypotheses Development

This part develops precise hypotheses about the expected associations between productivity, also employee happiness, and organizational culture based on the literature research.

Hypothesis 1: Positive corporate culture is significantly associated with higher employee satisfaction.

- Studies have indicated that healthy company cultures with aspects of clear communication with supportive leadership, as well as a sense of belonging improve employee happiness (Schein, 2010; Cameron & Quinn, 2011).

Hypothesis 2: Positive corporate culture is significantly associated with higher employee productivity.

- Research indicates that work environments that value creativity, and responsibility, in addition to continuous improvement result in increased output (Cameron & Quinn, 2011; Denison, 1990).

Hypothesis 3: Higher employee satisfaction is significantly associated with increased employee productivity.

- Literature suggests that satisfied employees are more motivated and engaged, leading to higher productivity (Herzberg, 1968; Locke, 1976).

Hypothesis 4: Compared to market and hierarchical cultures, certain cultural characteristics (clan, adhocracy cultures) have a stronger correlation with employee satisfaction as well as productivity.

- Studies show that adhocracy cultures —which prioritize creativity— and clan cultures —which emphasize cooperation and staff development— are more likely to increase job satisfaction and their productivity (Cameron & Quinn, 2011).

Empirical research will be used to examine these ideas, offering information that either confirms or denies the suggested relationships.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research method

This chapter explains the method used to study employee satisfaction within their company/workplace. The method used is a primary quantitative research approach, employing a questionnaire (Annex 1) to gather data from a diverse sample of employees across various industries.

3.2 Survey design

The questionnaire is an online survey, which is considered a modern way to gather data in the most efficient way possible and it can reach all sorts of people in any industry. It was shared within social media groups, LinkedIn, and other online platforms to target a bigger and a more various audience.

Mainly, the type of questions used are multiple choice questions, that is to make it easier for the respondents to answer each question. It is mostly to give a rate from 1 to 5 or for example a range between very well to very poorly, depending on the question. At times, yes/no questions were used, and at other times, the participants were asked to describe something using their own expressions.

The survey is composed of 12 questions in total (Annex 1). The first three questions were about personal information of the participants which are the gender, age and occupation. In the rest of the questions, the participants were asked to provide an insight into their workplace culture and their level of satisfaction. Whether the company promotes a positive and inclusive culture, and whether they feel valued and listened to by the management. The survey also investigates if the work environment is inclusive and if the employees feel comfortable voicing out their opinions.

Other questions focus on if the values of the company / workplace align with their personal values, and if it supports a healthy work-life balance.

3.3 Study population

The questionnaire was put online as a Google form to social media and LinkedIn and others, in order to reach a diverse population of employees in different work sectors, which was asked to be specified. The population was composed of 105 active employees.

3.4 Data collection and analysis

Data was collected and analyzed using descriptive statistics in Excel in order to summarize them and present an overview of the characteristics of the studied sample. The calculation includes percentages of each answer to describe each question. This includes measures of central tendency like percentages and means and variability.

3.5 Study limitations

Although this study depends on a valuable tool like a public survey, it can create some biases in the participants answers. For example, the chosen answers might not necessarily represent the real answer, as the participants might feel that they should choose a socially acceptable answer rather than a truthful one due to social bias.

Also, the survey might not have reached a high enough level of diversity in the participants, which could mean that it would not be truly representative of the broader public.

CHAPTER FOUR: RESULTS AND DISCUSSION

This chapter provides all results obtained from the questionnaire. 105 employees from various industries and work fields participated and gave their point of view of their workplace. Primary data was collected (Annex 2) and analysed and gave the following results.

4.1 Gender

Gender
105 responses
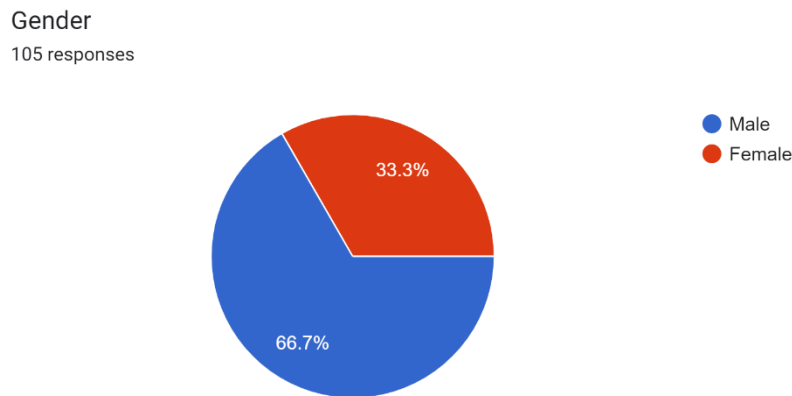
Figure 1: Participants' gender statistics

The gender distribution of participants is represented via the pie chart presented in Figure 1 (105 responses). Notably, 66.7% of the survey respondents are male, which represent a higher percentage of the population. The percentage of female respondents in the survey was 33.3%, in comparison.

Gender might give an insight on the differences men and women experience in their workplace, whether they are valued, have a chance in promotion, or satisfied with the work environment in general.

4.2 Age

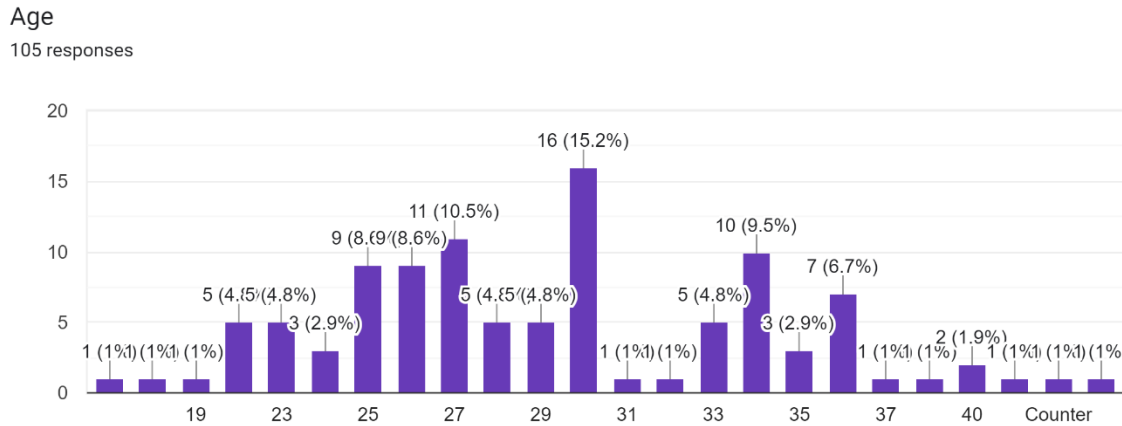Age
105 responses

Figure 2: Participants' age statistics

Figure 2 represents the age distribution of the participants in this survey. It is clear that the survey participants are of diverse ages, which can be representative of how employee satisfaction is different between youth and the older generation. The ages of the survey respondents are between 18 and 46. Results show that the majority of the participants are between 25 to 30 years of age (52.5%), which is more than half of the total participants. Also, the highest percentage (15.2%) are of 30 years old. We can also observe a peak in the 33 - 36 age bracket, which represents 23.9% of the total sample.

The results are not shocking, as the majority of employees in the different industries and work sectors are presented by the youth that are between 20-40 years old.

4.3 Type of job

Each participant was asked to provide their type of job. The jobs were categorized by different sectors to make them more representative, and they are presented in the following bar graph (Figure 3).
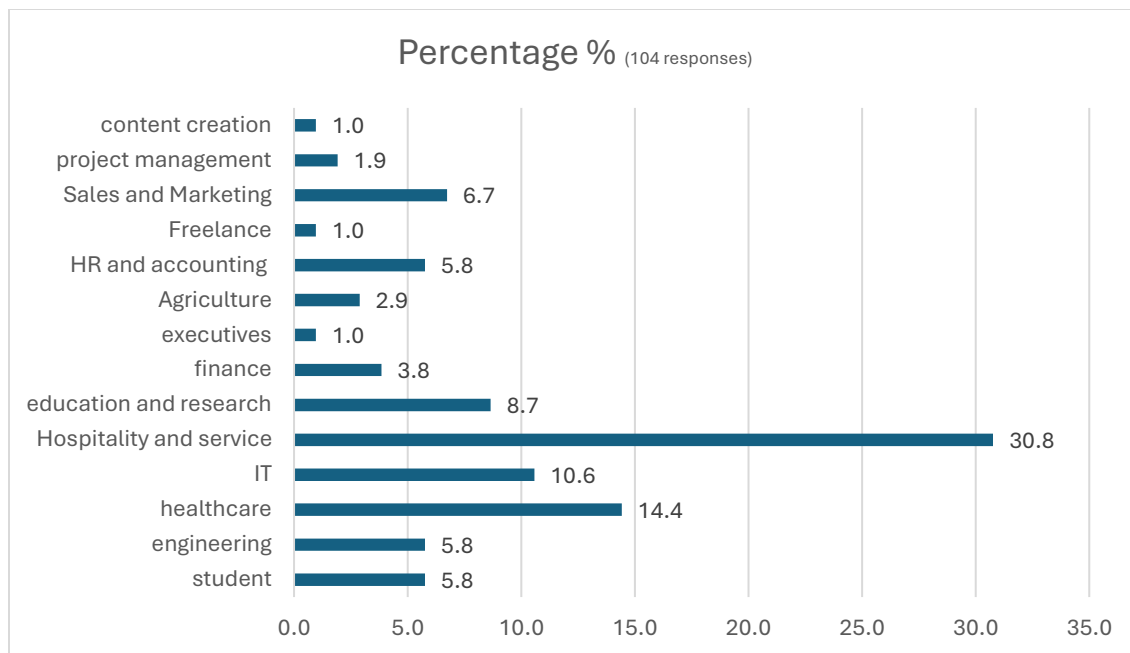
Percentage % (104 responses)

Figure 3: participants' job categories

According to Figure 3, the majority of the survey respondents are from the service industry with 30.8% of the total sample, this includes restaurants, hotels, logistics, …etc. the second biggest group is in the healthcare field (14.4%) which includes doctors, nurses, pharmacists… Then comes after IT (10.6%), education and research (8.7%), sales and marketing (6.7%), and engineering, HR and accounting, and students with 5.8% for the three categories. The smallest groups are of the finance field (3.8%), agriculture (2.9%), project management (1.9%), then freelance and content creation which are 1% each.

The distribution chart indicates the variety of the respondents' work fields, so this might give an idea about the work environment and satisfaction of employees in different sectors.

4.4 Satisfaction levels

The survey participants were asked to rate their overall job satisfaction levels on a scale from 1 to 5, 1 being the least satisfied, and 5 being the most. The following pie chart (Figure 4) shows the results.

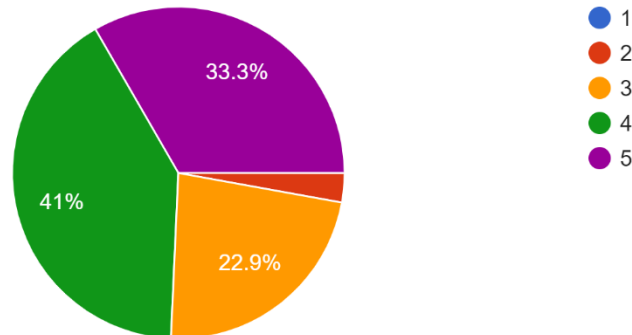How would you rate your overall job satisfaction?
105 responses

Figure 4: The overall satisfaction of the survey respondents on a scale of 1-5

According to the pir chart in Figure 4, the most popular answers, 3, 4 and 5 (moderate, high to very high degree of satisfaction), were chosen by 22.9%, 41% and 33.3% of participants, respectively. This shows that 97.2% of the respondents are overall satisfied with their workplace and environment, which can increase their performance levels and productivity. Only 2.9% of individuals chose a score of 2, and none answered 1.

These results can also be a great indication that the different work sectors are trying their best to enhance their work environment to satisfy their employees and increase their productivity, and hence attracting more clientele and increasing their profits.

4.5 Company culture

The participants were asked to describe (in three words) their work culture and environment. 97 responses were collected, and they were of great diversity in description. The answers were categorized to meaningful and concise groups in facilitate the analysis. The following Figure 5 shows the results obtained. The following Figure 5 shows the results obtained, where the green categories have a positive description of the work culture, while the red represents the negative.

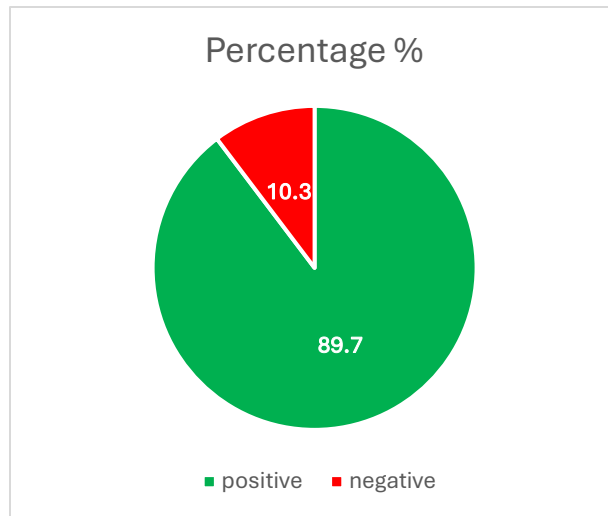Figure 5: % of participants with positive and negative comments on company culture

According to Figure 5, most of the participants (~90%) had positive feedback on their company culture and only 10.3% spoke negatively about theirs. This is a positive sign that companies make effort to make their work environments better or at least good for their employees.
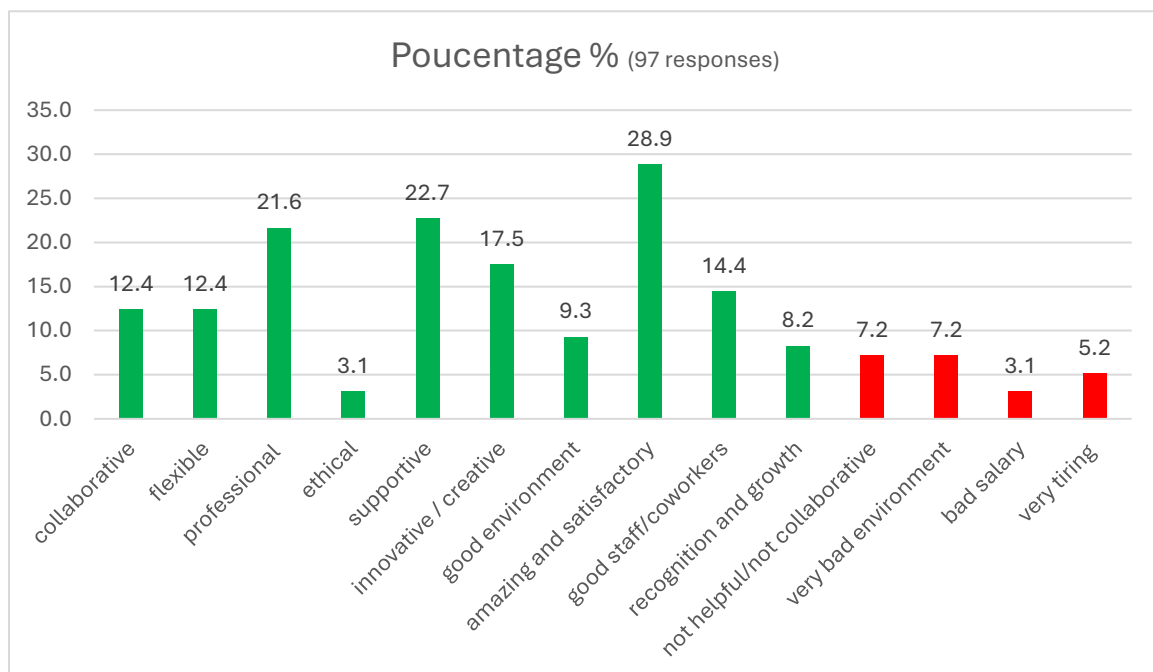

Figure 6 : Participants' description of their work culture

From Figure 6, the biggest percentage of the participants (28.9%) have said that their work culture is "amazing" and "satisfactory", it suggests that they find it enjoyable and fulfilling. They may be feeling valued and happy with the work culture and satisfied with their coworkers and management. 22.7% said that their work culture is "supportive", which might refer to an encouraging environment, where employees can grow, and where managers provide guidance and resources.

21.6% described their workplace as "professional". This might suggest that their environment is respectful with open communication, that is also characterised by their high standards of treatment for their employees. Also, where everyone focuses on their responsibilities with setting clear boundaries between personal and professional matters. In addition, there would be accountability for employees' tasks and deadlines.

17.5% referred to their company culture as innovative and creative. This means that they encourage fresh ideas and thinking outside the box, and also experimentation with new things. They can be open-minded where they focus on continuous improvement to better the workplace and increase productivity, therefore attracting more clients. In this kind of environment, brainstorming is quite encouraged.

14.4% said that they work with very good staff and coworkers, they view them as reliable and supportive. The participants feel that they work together as a team, in their respective workplaces, to achieve their goals, where their colleagues work professionally and are also helpful.

12.4% of respondents said that their workplace is collaborative, which means it focuses on working together as a team and sharing tasks or ideas and responsibilities. This often means that employees help each other towards their goal and communicate openly, and value each other's contributions.

12.4% also refers to their work as flexible. This typically means that they have a certain control over certain aspects of their jobs, such as work hours where they usually do not stick to the 9 to 5 schedule, but rather have the freedom of adjusting when they start and finish their work. It can also mean that they have flexibility on the location where they

might be able to work from different places other than their designated office, such as their home, a coffee shop, or a coworking space where they feel most comfortable. Alternatively, it can have the meaning of flexibility in managing their tasks, as in prioritizing projects or tasks in a way that suits them, or in the when and how they would complete them.

All the previous answers comprised the positive feedback. However, 10.3% (in red) had negative feedback. Some described that the environment is quite bad. They also said that it is not collaborative and not very helpful. This often means that they have limited teamwork if not at all, and might have limited support and adequate resources to complete tasks. It can also suggest that they lack communication among colleagues and with the management also. Others say that they are not paid fairly while the work is very exhausting. A participant stated that her workplace "emphasise completing tasks over employee's well-being", which means that the company only cares that the work is done, and that is draining and elevates stress levels. They are usually characterized with lack of empathy.

4.6 Inclusivity

The participants were asked if they feel that their company / workplace is inclusive or not, and whether they promote a positive culture. Results are presented in the following pie chart in Figure 7.

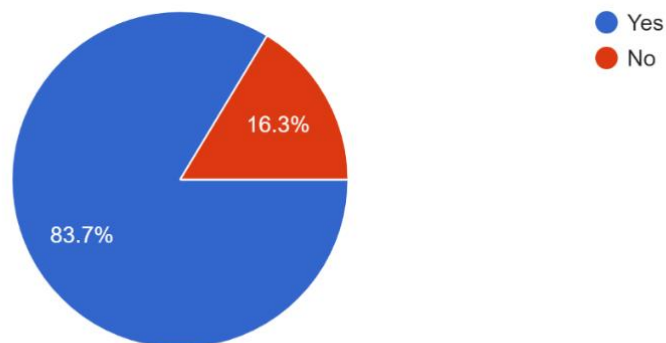Do you feel the company promotes a positive and inclusive culture?
104 responses

● Yes
● No

16.3%

83.7%

Figure 7: Participants' opinion on company inclusivity and positivity

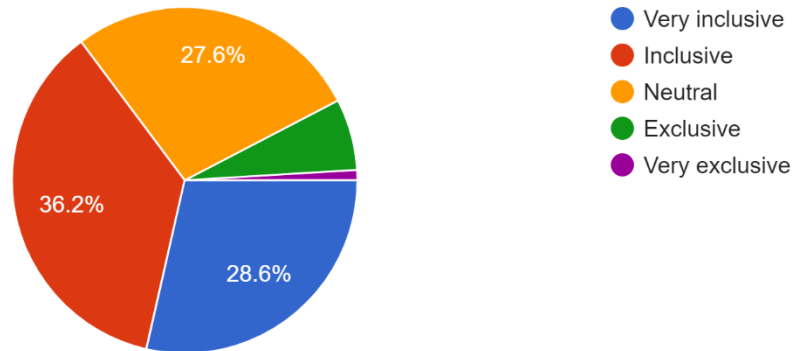How inclusive do you find the company culture?

105 responses

Figure 8: level of company inclusivity according to the survey answers

According to Figure 7, 83.7% of the survey respondents, which is the majority, stated that their workplace is indeed positive and inclusive. 28.6% stated it was very inclusive and 36.2 stated it was inclusive (Figure 8). A positive and inclusive workplace is a place where all employees are supported and valued regardless of their background and identity. Where they have equal opportunities and where everyone is welcomed and appreciated, and rewards are fair and based on merit. This positive approach will lead to increasing productivity and profitability.

16.3% said their workplace is not positive nor inclusive. 6.7% stated it was exclusive and 1% stated it was very exclusive (Figure 8). Based on this and the previous question results (refer to Figure 5 and 6), the ones who stated this are mostly the ones who gave a negative description of their company culture. The discrimination and segregating employees based on their background or ethnicity is one of the many factors that contribute to significantly lowering a company's profitability, mainly by lowering employee productivity. Also, working in bad non-inclusive environment can lead employees to absenteeism or eventually leaving the company. And by leaving, the company is obligated to find replacements and train them also, which will lead to high turnover costs, which means losing money. This negative company approach to their employees can also lead to bad reputation, especially nowadays in the age of social media and online reviews, which will

eventually lead to losing clients. In addition, companies engaging in discriminatory acts are at a high risks of facing lawsuits and penalties, especially from regulatory bodies for non-compliance with diversity and inclusion regulations.

4.7 Listening to employee feedback

The respondents were asked if their workplace management take into account their feedback. Results are presented in the following Figure 9.

Do you feel that management listens to employee feedback?
104 responses
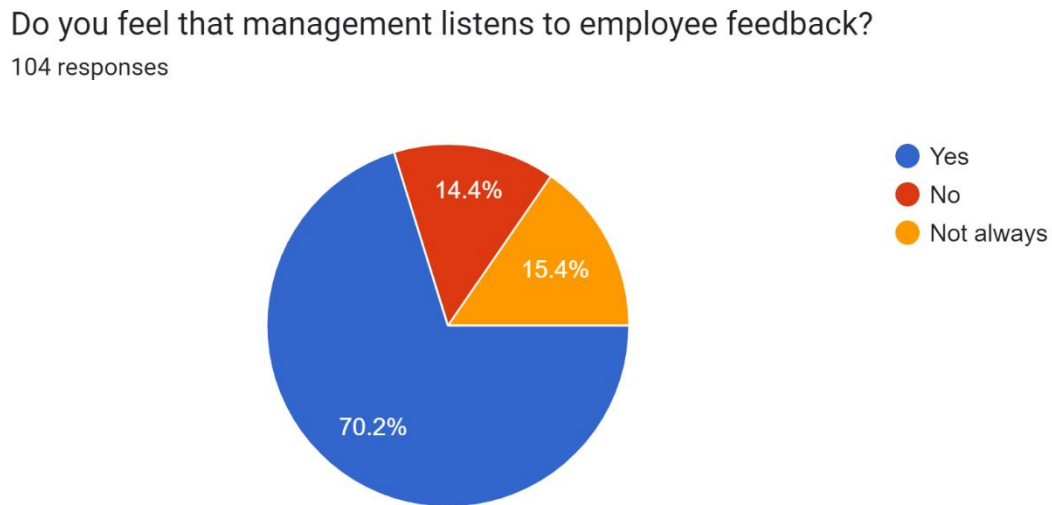
Figure 9: Participants' opinion on company's listening to their feedback

70.2% of the 104 respondents answered yes. If the management listens to their employees' feedback; it means that the leaders actually considers their employees suggestions and concerns in how to manage their environment. And that is by having open communication channels like surveys and meetings, which will help guide the management to improve by actively listening without interruption to their employees, which will help them in taking steps to address issues in the workplace or implementing new ideas suggested by the employees. This will make them feel more valued in an actively improving environment.

The company that implement this approach may also let her employees involved in the decision-making process, by having focus groups or brainstorming meetings, which would

not only make the process a lot easier for the company but would make the employees feel more valued as a part of the company.

15.4% answered "not always", this could possibly mean that it depends on the active management when it comes to shift jobs, or on current situation they're at. 14.4% said that their company does not at all listen to their feedback. This is a negative approach by the company, because they would be missing on a lot of growth opportunities by lacking fresh ideas that might possibly come out from their employees. This can also lead to losing trust in the leadership, making it difficult to promote a collaborative environment, which might eventually cause burnout, since management doesn't listen to their complaints about stress or overall work conditions.

4.8 Comfort in expressing ideas and opinions

Participants were asked if they feel comfortable voicing their opinion and ideas at their workplace. 104 responded and the results are presented in Figure 10.
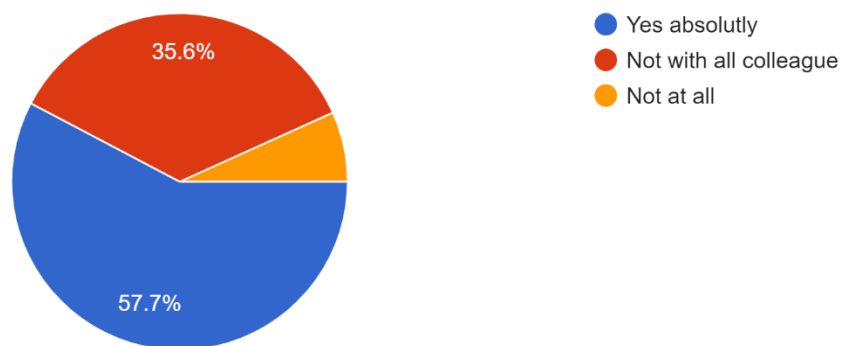
Figure 10: Employee Comfort in Expressing Ideas at Work

57.7% stated that they absolutely have the freedom to express themselves in a matters of opinions or suggesting ideas in their workplace. This means that they feel welcomed to share their thoughts where they feel valued and heard also, without fear of consequences like retaliation from the management or from their colleagues overall.

35.6% feel that they're not comfortable stating their opinions with all colleagues, as some of them might have negative reactions. They might feel comfortable sharing their opinions and ideas with some colleagues, but they may hesitate to doing so with others. This could be caused by a lack of trust mainly in those colleagues. Or it could also be that those individuals do not necessarily welcome others' perspectives. Thus, this can lead to inconsistencies in the work environment, and it would be harder to create a collaborative atmosphere between them.

6.7% feel that they are not comfortable sharing their thoughts with others in the workplace. This might be a serious problem in the management itself considering that their employees feel uneasy to suggest an idea or merely state an opinion. In these kinds of environments, innovation and problem-solving can suffer, because employees are unlikely to contribute their creative ideas to solve problems or even to bring something new.

4.9 Aligning with values

The survey respondents were asked how well they think the company values align with their personal values. Results are presented in the following Figure 11.

How well do you feel the company's values align with your personal values?
104 responses
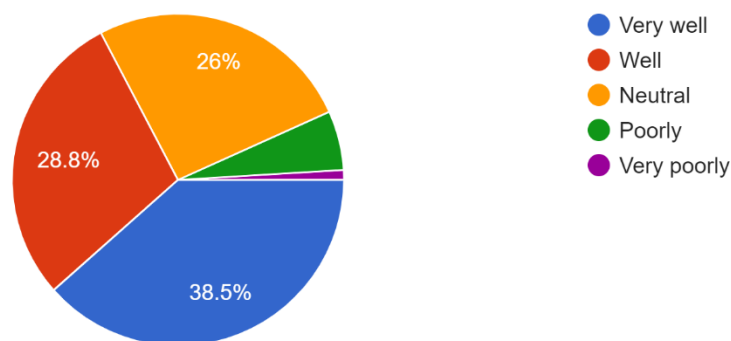
Figure 11: Alignment of Company Values with Personal Values

38.5% stated that their company values align very well with their own and 28.8% said that it was on a "well" level. This can increase their trust in that company and their decision-making throughout their employment period, leading them to be more loyal to that company and actually increase their effort to do a good job.

26% chose the answer "neutral", meaning that the company values do not align with their personal values, but they don't necessarily contradict them. For example, a company's core value is quick profit and being competitive. An employee working there might value creativity more and work-life balance instead. Although they don't directly contradict, they're not perfectly aligned either, which might give a sense of disconnect to the employee from their workplace.

5.8% said their company values align poorly with their personal values, and 1% said it was very poorly. This suggests that they significantly contradict one another. Which will lead to less collaboration from the employee that might actually lead to disobedience from them. It's important to note that just because the company values and the employee's don't align, doesn't mean that the company values are questionable.

4.10 Work-life balance

Participants were asked whether their company supports work-life balance for their employees. 105 answers were collected, and the results are presented in Figure 12.

How well do you think the company supports work-life balance?
105 responses
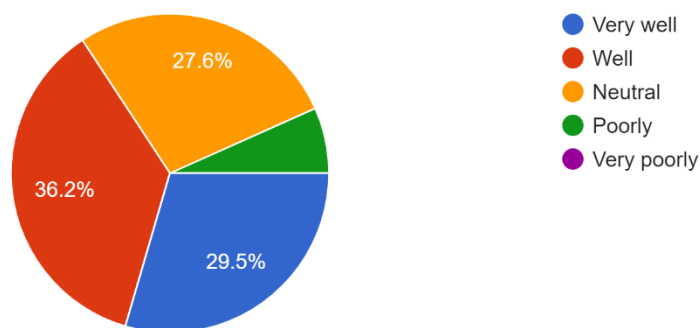
Figure 12:Company's support for work-life balance

29.5% stated that their company supports work-life balance very well, and 36.2% stated that it was well. Meaning that the workplace actually promotes for a healthy balance between the employees' professional responsibilities and their personal lives. This can help avoid burnout among employees, and that is by providing flexible work schedules for example, and also have policies that allow employees to manage personal commitments like being with their families without sacrificing their careers.

27.6% answered neutral, which could mean that they feel that the company do meet basic expectations but do not go above and beyond to actually support work-life balance. It can also mean that the company is inconsistent when it comes to that, like sometimes they're adequate and sometimes they aren't, even though supporting policies may exist but aren't always applied, which could lead employees to questioning whether they are actually effective. Another possible explanation could be that the employees haven't personally experienced any impact related to work-life balance, whether it's positive or negative, making them not really related to the issue.

6.7% said that the support of their company for work-life balance is poor, meaning that they might have excessive work loads that could lead to their burnout and not having the energy nor the time for their personal lives. The problem with this is not only that it negatively affects their personal lives, but it can also affect their performance at work, which will cause decreased productivity of the company.

CONCLUSION

Positive company cultures and employee happiness are strongly correlated, according to poll data, with 97.2% of respondents saying they are generally satisfied with their place of employment. This demonstrates how important a supportive workplace is for raising employee morale and supports our first hypothesis. Furthermore, the evidence supports our second hypothesis. This is by indicating that higher production is probably a result of this satisfaction. Positive comments on the culture of the company show that staff members are motivated, which inevitably contributes to a more effective team.

Furthermore, the third hypothesis is further supported by the relationship between production and satisfaction among workers. According to the replies, happy workers typically produce better work, starting a positive feedback cycle that increases motivation and also production. The survey does not specifically address how strong positive cultural qualities are in comparison to market and hierarchical cultures, even if it does stress the prevalence of good attributes (creativity, teamwork...etc.). Nonetheless, the large percentages of positive comments about cultural traits suggest that some traits—especially those connected to clan and adhocracy cultures—are essential for raising productivity and enjoyment.

One important component of the general good attitude among employees is inclusivity. Given that 83.7% of workers say their workplace is positive and inclusive, it is obvious that creating an atmosphere where every worker feels appreciated is crucial to sustaining strong morale. On the other hand, the 10.3% of respondents who had bad experiences highlight how critical it is to address issues with diversity as well as communication inside the organization.

In conclusion, the results indicate that businesses should keep putting a high priority on creating an inclusive workplace culture and also promoting open communication. Employers who put these techniques into practice may increase productivity and their employee satisfaction, which will eventually result in a more prosperous cohesive company.

Recommendations

- Maintain the good work atmosphere by using frequent feedback tools, (focus groups, surveys...etc.) to learn more about the wants and needs of your employees.

- Provide training on communication and especially inclusion to create a welcoming environment where all staff members feel appreciated.

- Provide employees with safe outlets to express their ideas without worrying about retaliation (anonymous input, frequent check-ins with management...etc.).

- Create guidelines that actually promote work-life balance, making sure that employees actually experience flexibility on a daily basis rather than just using it as a slogan. To avoid burnout, keep an eye on workloads.

- Acknowledge the various cultural traits that exist inside the organization. This can support creative thinking and improving team collaboration.

- As a supportive culture is frequently associated with higher levels of satisfaction and productivity, offer chances for professional development.

- Evaluate implemented modifications on a regular basis, and be prepared to modify plans in response to employee input and shifting working conditions.

Summary

Exploring the influence of corporate culture on employee satisfaction and productivity

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Business Administration Management BSc, full time course

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Supervisor: Dr. Fodor Zita Júlia, Associate professor, Department of Agricultural Business and Economics

Because employee satisfaction and their productivity can be fundamental to a company's success, corporate culture has a significant impact on both aspects. Corporate culture is the set of values that characterizes and directs an organization's activities. It covers topics including communication techniques and leadership philosophies. It could also be referring to the protocols that impact how staff members collaborate and carry out their duties. This study looks at productivity and employee satisfaction across a range of industries.

The study uses a primary quantitative research design, collecting data from a wide sample of workers in different industries through the use of survey questionnaires. This technique makes it possible to gather a lot of data, which makes it possible to spot patterns and trends. The purpose of the survey is to analyze several aspects of company culture, (leadership style, communication styles, values, customs, practices...), as well as how these affect worker satisfaction and output. The study ensures that the results are representative and applicable to other organizational situations by focusing on a heterogeneous sample.

The gathered data will be summarized using descriptive statistics, giving an overview of the main features of the sample. This covers measurements of variability (standard deviation) and central tendency.

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List of figures

Annexes

Annex 1: the questionnaire

Exploring the influence of corporate culture on employee satisfaction and productivity

Hello everyone! I'm working on my bachelor thesis and would really appreciate it if you could fill out my questionnaire and share it with your friends. Thank you so much for your support!

Gender

○ Male

○ Female

Age

Your answer

---

type of job

Your answer

How would you rate your overall job satisfaction?

○ 1

○ 2

○ 3

○ 4

○ 5

How would you describe the company's culture in three words?

Your answer

Do you feel the company promotes a positive and inclusive culture?

○ Yes

○ No

Do you feel that management listens to employee feedback?

○ Yes

○ No

○ Not always

Do you feel comfortable voicing your opinions and ideas at work?

○ Yes absolutly

○ Not with all colleague

○ Not at all

How well do you feel the company's values align with your personal values?

○ Very well

○ Well

○ Neutral

○ Poorly

○ Very poorly

How well do you think the company supports work-life balance?

○ Very well

○ Well

○ Neutral

○ Poorly

○ Very poorly

How inclusive do you find the company culture?

○ Very inclusive

○ Inclusive

○ Neutral

○ Exclusive

○ Very exclusive

Other thoughts or comments

Your answer

Annex 2: Results of the survey – Raw data

Gender	Age	Type of job	How would you rate your overall job satisfaction?	How would you describe the company's culture in three words?	Do you feel the company promotes a positive and inclusive culture?	Do you feel that management listens to employee feedback?	Do you feel comfortable voicing your opinions and ideas at work?	How well do you feel the company's values align with your personal values?	How well do you think the company supports work-life balance?	How inclusive do you find the company culture?	Other thoughts or comments
Male	22	Company job - call centre agent	4	Collaborative, innovative, supportive.	Yes	Yes	Yes absolutely	Neutral	Well	Inclusive	
Male	30	Engineer	4	Good environment, cooperative, and helpful	Yes	Not always	Not with all colleagues	Neutral	Neutral	Neutral	No
Male	33	Executive director	5	Credibility, Professionalism, Quality	Yes	Yes	Yes absolutely	Very well	Neutral	Inclusive	Thank you, good luck
Female			4	Excellent, cooperative, wonderful	Yes	Not always	Yes absolutely	Neutral	Well	Inclusive	Thank you for this wonderful experience.
Female	30	Teacher	4	Emphasise completing tasks over employee's well-being	Yes	No	Not at all	Neutral	Poorly	Inclusive	
Male	25	Account specialist	4	Innovative, supportive, ethical.	Yes	Not always	Yes absolutely	Well	Well	Inclusive	Good luck.
Male	22	Student	3	Shit, disgusting and terrorism	No	Yes	Not with all colleagues	Neutral	Neutral	Exclusive	Good luck
Male	26	Accountant	2	Connected, happy, motivating, fun	Yes	Yes	Yes absolutely	Well	Well	Neutral	
Female	37	Research scientist	4	Scientist expert	Yes	Not always	Not with all colleagues	Well	Very well	Inclusive	Wishing you all the best
Male	23	Logistical worker	2		No	Not always	Not with all colleagues	Poorly	Poorly	Inclusive	
Female	25	Student	3			Not always	Not with all colleagues		Neutral	Neutral	

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Male	25	Java developer	5	Caring, great team, supportive	Yes	Yes	Not with all colleagues	Neutral	Very well	Inclusive	
Male	22	PMO Intern	3	Innovative, Collaborative, Supportive.	Yes	Not always	Not with all colleagues	Well	Well	Neutral	
Male	30	Physiotherapist	5	Friendly supportive good vibes	Yes	Yes	Not with all colleagues	Very well	Very well	Neutral	No
Male	24	SAP Company	5	Comfortable, nice staff, wonderful environment	Yes		Yes absolutely	Very well	Very well	Very inclusive	No thanks
Female	26	Marketing company	5	Wonderful, comfortable	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	Good company, Good staff
Female	25	Logistics filed	5	Good staff, good environment	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	No thanks
Male	25	IT company	5	Wonderful, nice staff, good environment	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	30	At hotel	5	Nice, good staff, satisfaction	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	27	Tourism company	3	Amazing, Wonderful and satisfying	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Male	28	Agriculture Field	3	Good environment, So good stuff and wonderful	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	22	Student	5	Very nice	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	23	Engineer	4		Yes	Not always	Yes absolutely	Well	Well	Inclusive	
Male	22	Student	3		No	Not always	Not with all colleagues	Neutral	Neutral	Inclusive	
Male	31	Agricultural Officer	3	Innovation, service, confidentiality	No	Not always	Yes absolutely	Neutral	Neutral	Exclusive	None
Male	23	Student	3		Yes	Not always	Yes absolutely	Well	Well	Neutral	

Male	24	Software developer	5	Amazing and wonderful, Relief	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Male	25	Accountant	4	Good and Fruitful	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	27	Financial analyst	5	Amazing and good stuff	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	29	Doctor	5	Supportive and dynamic	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	30	Nurse	5	Supportive, amazing and respectful	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	29	Dentist	5	Respectful Supportive and flexible	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	33	Physical therapist	5	Flexible and creativity	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	29	Pharmacist	5	Flexible and amazing and dynamic	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	34	Teacher	5	Supportive And collaborative	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	28	Mechanical engineering	3	Supportive and flexible	Yes	Yes	Yes absolutely	Neutral	Neutral	Inclusive	
Female	27	Pharmacist	4	Supportive and collaborative	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Male	26	Call center	4	Supportive, cooperative, and amazing	Yes	Yes	Yes absolutely	Neutral	Well	Very inclusive	
Male	29	Driver	4	Fixable, Fun And Ambitious	Yes	Yes	Yes absolutely	Well	Neutral	Inclusive	
Female	Dentist 32		5	Supportive, creativity and flexible	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	30	Environmental engineers	4	An invention, creativity, Service	Yes	Yes	Not with all colleagues	Neutral	Neutral	Neutral	
Female	34	Network administrations	5	Creativity, supportive, and Motivation	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	30	IT	3	Creativity, supportive, and corporation	No	Yes	Not with all colleagues	Neutral	Neutral	Neutral	

Male	26	Call centre	3		Nature, Service, Nice	No	Not always	Not with all colleagues	Neutral	Neutral	Exclusive	
Female	30	Nurse	3		Supportive and calibration and Service	Yes	Yes	Not with all colleagues	Neutral	Well	Inclusive	
Female	27	HR	4		Service	No	Yes	Not with all colleagues	Neutral	Neutral	Neutral	
Male	25	Accountant	4		Supportive and amazing	Yes	No	Not with all colleagues	Well	Well	Inclusive	
Male	30	Restaurant	3		Not flexible, Service	No	No	Not with all colleagues	Poorly	Poorly	Exclusive	
Female	27	Hotel	4		Service	No	Not always	Not at all	Neutral	Neutral	Exclusive	
Male	27	Logistics	4		35	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	23	Student	3		Nature	No	No	Not at all	Poorly	Poorly	Exclusive	
Female	33	Dentist	5		Supportive, respectful, and collaborative	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	30	Marketing	3		Creativity, Supportive	Yes	Yes	Not with all colleagues	Very poorly	Neutral	Neutral	
Male	26	SAP	4		Flexible and amazing	Yes	Yes	Not with all colleagues	Well	Well	Very inclusive	
Male	27	Teacher	3		Normal and Service	Yes	Yes	Not with all colleagues	Neutral	Neutral	Neutral	
Male	27	Financial	3		Productive, flexible, and creativity	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	26	HR	4		Service	Yes	Yes	Not with all colleagues	Well	Well	Inclusive	
Male	30	Doctor	5		Supportive, creativity and respective	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	36	Teacher	5		Respectful and service	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Female	25	Dentist assistant	5		Productive, respectful, and service	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	

Female	28	Agriculture	5	Productive, amazing and helpful	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	36	Freelancer	4	Flexible, creativity, and amazing	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Female	25	Teacher	4	Respectful, Creativity and service	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	33	Professor	5	Respectful	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	35	Hotel manager	4	Respectful, creativity and service	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	26	KFC	3	Not that much helpful	No	No	Not with all colleagues	Neutral	Neutral	Neutral	
Male	26	Engineer	3		Yes	Yes	Not with all colleagues	Well	Well	Inclusive	
Male	28	Mechanical engineering	5	Supportive, amazing and service	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Female	33	Teacher	4	Respectful, good service	Yes	Yes	Not with all colleagues	Neutral	Neutral	Neutral	
Male	35	Restaurant manager	5	Respectful, well and nice	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	29	Dentist assistant	4	Natural work and flexible service	Yes	Yes	Not with all colleagues	Very well	Neutral	Neutral	
Male	28	Financial	5	Flexible and good work and good stuff	Yes	Yes	Yes absolutely	Neutral	Well	Neutral	
Male	27	kids' teacher	5	Respectful, Well and kind	Yes	Yes	Yes absolutely	Very well	Well	Inclusive	
Male	30	IT	4	Flexible and good experience, good environmental environment	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	36	Marketing manager	5	Respectful, flexible and well	Yes	Yes	Not with all colleagues	Well	Well	Neutral	

Male	27	Project manager	4	Collaboration passion empowerment	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	30	Retail Manger	4	Inclusivity, Agility and Accountability	Yes	Yes	Not with all colleagues	Well	Neutral	Neutral	
Female	34	Sales Representative	5	Innovation, Collaboration and passion	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	30	Chef	5	Respect, well-being and Trust	Yes	Not always	Not with all colleagues	Well	Neutral	Neutral	
Male	36	Tavel Agent	5	Recognition, Growth and Respect	Yes	Yes	Yes absolutely	Very well	Very well	Inclusive	
Male	30	Tour Guide	4	Good, Cooperation, Well	Yes	Yes	Yes absolutely	Neutral	Well	Inclusive	
Male	34	Carpenter	4	Good, respectful and amazing	Yes	Not always	Not with all colleagues	Well	Neutral	Inclusive	
Male	26	Electrician	4	Collaborative, respectful, and service	Yes	Yes	Yes absolutely	Very well	Well	Neutral	
Male	34	Restaurant manager	5	Respectful, amazing and well	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Female	36	Marketing	4	Experience, Good and well Environment	Yes	Yes	Not with all colleagues	Neutral	Well	Neutral	
Male	35	IT	4	Nice, Got experience, Service	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Male	34	Financial	4	Good, Amazing, nice environment	Yes	Yes	Yes absolutely	Well	Well	Inclusive	
Female	38	Dentist	5	Respectful, Encouragement, Amazing	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive	
Male	32	Customer service	4	not Comfortable, good staff, Service	Yes	Yes	Not with all colleagues	Well	Well	Neutral	

Male	34	Restaurant	4	Not good, not Flexible, Service	Yes	No	Not with all colleagues	Neutral	Neutral	Neutral
Female	30	Chef	4	Nice, Love my job, Respectful	Yes	Yes	Not with all colleagues	Well	Well	Inclusive
Male	25	SAP	4	Nice and good and amazing	Yes	Yes	Yes absolutely	Very well	Very well	Very inclusive
Male	23	KFC	2		No	Not always	Not at all	Poorly	Poorly	Exclusive
Male	24	McDonald's	3	Not good, no respect, and Bad payment	No	No	Not at all	Poorly	Poorly	Neutral
Female	27	Burger King Cashier	3	not flexible, bad, not good Payment	No	No	Not with all colleagues	Neutral	Poorly	Very exclusive
Female	34	Pharmacist	3	Bad, Noisy, Tired	Yes	No	Not with all colleagues	Poorly	Neutral	Neutral
Male	40	Restaurant manager	4		No	No	Yes absolutely	Well	Neutral	Neutral
Male	34	Bus company	4	Bad, not good payment, so tiring	Yes	No	Not with all colleagues	Neutral	Neutral	Neutral
Female	34	Airport	4	Good, some tired, amazing staff	Yes	Yes	Not with all colleagues	Well	Well	Neutral
Female	19	KFC	3	Bad, tired, not Flexible	No	No	Not at all	Neutral	Neutral	Neutral
Female	18	Restaurant	3	Good manger, bad attitude, amazing environ	No	No	Not at all	Neutral	Neutral	Inclusive
Male	36	IT	4	Good, nice and amazing	Yes	Yes		Well	Well	Very inclusive
Male	36	Barber	4	Nature, Good payment, Flexible	Yes	No	Not with all colleagues	Well	Neutral	Neutral
Male	40	Marketing	4	Good and amazing staff, Experience	Yes	No	Yes absolutely	Well	Well	Inclusive
Male	46	Content writer	4	Flexible, good amazing	Yes	Yes	Yes absolutely	Well	Neutral	Inclusive

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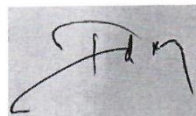
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