Sexual Harassment and Personality Traits effecting Job Satisfaction as a Moderator

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Abstract

Organizational culture has been a key factor for many organizational consequences. It has been observed in the previous researches that organizational culture has a direct relationship with job satisfaction. This paper introduce two new moderators namely sexual harassment and personality traits between the organizational culture and job satisfaction. In an Islamic country like Pakistan; high on Hofstede's masculinity and high on glass ceiling for women, sexual harassment from male bosses towards female subordinates and colleagues is of concern. Time and again research has shown the negative outcomes of sexual harassment on the organizational outcomes. For this study a convenience sample of 300 employees was selected from software houses working in twin cities of Rawalpindi and Islamabad. Standard deviation, correlation, regression and moderation have been used for interpretation of the results. This research will help those project based organizations in retaining their skilled employees for increase productivity and developing the personalities of their employees as strong professionals.

Key words: Organizational culture, job satisfaction, sexual harassment, personality traits, productivity, commitment, motivation

Introduction

Job Satisfaction is widespread concept throughout the corporate world. It has been regarded as one of the key elements in gauging and mapping the success of any company. The different components of Job Satisfaction can be a great source for eliminating the problems in a company and improving the work environment, the workflow processes and the overall productivity of that company. In addition, a high comparative level of job satisfaction will gain an organization a higher standing among its competitors in terms of employee loyalty as well as favorable image in the market.

Green (2010) argues that Job Satisfaction will determine the Employee Loyalty and the turn-over rate in any organization in the future. If the level of job satisfaction is high, the employees will stay committed to the organization for a longer period and will rarely leave the company even if presented with a more lucrative opportunity elsewhere.

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Additionally even if they remain in a company where they have a comparatively lower degree of job satisfaction they will tend to show higher absenteeism rates in the organization and vice versa (Drago & Wooden, 1992).

An analysis conducted by Judge et al. (2001) revealed that Job Satisfaction has a direct association to Job Performance. It is common sense that a worker who enjoys his job and is contented will yield better performance and higher, more efficient productivity. A study by Patterson et al. (2004) also reflected similar findings saying that happy workers are more in tune with their jobs. They own their organization and work towards its growth with all their dedication.

There is a theory proposed in the academic circles that the amount of importance one places on the different aspects of his or her job compared with how well the job actually fulfills his or her aspirations and expectations will determine their level of job satisfaction. The theory mentioned here is called the Affect Theory as presented by Locke (1976). In his studies, Locke takes his swing at defining Job Satisfaction as the state of pleasure and positivity an individual reaches as a result of appraising his or her job and the experiences derived from it.

For the purpose of this study, we are assigning Organizational Culture as the key variable that will affect Job Satisfaction. The strength of an organization's culture, in the context of the values and norms woven in the organization's fabric, as well as the intensity of the rules imposed with the organization, has a considerable impact on the behaviors and attitudes of its members. Put simply "The Culture of an Organization is a system of common connotation owned by the individuals within that organization that differentiates the given organization from others within the industry," although the term Organizational culture has alluded being defined and explained unanimously (Abdullah, 2014). Consequently researchers have formulated a plethora of different interpretations originating from different schools of thought and based on varying postulations (Alvesson, 2002; Martin, 1999; Martin, 1992). Rousseau (1990) would argue that Organizational Culture refers to the Fundamental and "unconscious" assumptions individuals use to direct their behaviours within organizations to values, behavioral norms, patterns of behavior, and more perceivable artifacts. Concurrently, Organizational Culture as a complex system of norms existing within a certain organization and the underlying values and beliefs of an organization as perceived by its employees (Maehr & Braskamp, 1986). Similarly Uttal (1983) insinuates the same as a "Machinery of shared values and beliefs that delineates the interaction with three key area: with personnel in the company, the structure within the organization, and a mechanism of control produce behavioral norms." One key idea to note here is that all the three definitions above revolve broadly around the same grounded ideas and involve the same key terms: The Organizational Culture is a phenomenon originated from and shared by the members of the organization; the beliefs, values, assumptions etc. hold true for all

the individuals of the organizations and collectively become the "group think"; and that this culture molds and drives the organization in the same way as a collective instinct within a school of tuna fish determines which way to swim.

Hofstede (1980 & 1984) conducted various researches for investigation of different dimensions of the culture which exists in an organization. His continuous work and struggle at last provide us four main cultural dimensions. He describes that two nations differ from each other on the basis of four most important cultural dimensions.

Individualism vs. Collectivism

This cultural dimension measures the tendency of society members that how much they are interdependent. In individualism, individuals of a society are directly linked to their own families and they are more concerned and focused towards their personal achievements and accomplishment of personal goals rather than to work for a collective group of society. But if we talk about collectivism approach of a society the participants like to work as a whole and as a broader family rather than as the separated parts of society.

Small vs. Large Power Distance

The 'small vs. large power' dimension explains that how much an organization accepts the imbalance and unfair power distribution working in a particular society. In a society where small power distances prevail does not accept the imbalance of power distribution unless or until it is legally predefined and justified by the law of society. Whereas in a society that has large power distance, individuals who are placed on the higher hierarchical ranks in an organization are less accountable and answerable to their subordinates.

Strong vs. Weak Uncertainty Avoidance

This cultural dimension explains the tendency of a particular society that has an ability to cope up with the uncertain or vague situations. A society which is based on the strong uncertainty avoidance, people are more willing to live and work in a formal working systems because they believe that this system of society provide them efficient and well-structured rules and regulations which are less faulty or avoid unconformity. In contrast, a society which is based on weak uncertainty avoidance, individuals of the society prefer to work in a more relaxed, friendly working environment and they compromise with the principles, norms and values of their organizations because they are more dependent on the industrial practices rather than principles.

Masculinity vs. femininity

This cultural dimension is based on the extent to which social roles are distributed in a society on the gender bases. In this background, masculinity based on the materialistic success and prefers

to focus on achievements of goals. On the other hand femininity societies based on the life quality and more focus towards the relationship building.

Now for this research work "Power Distance" is a significant aspect for the study of Organizational Cultures. It is a concept that significantly impacts the level of Job Satisfaction in any Organization. The concept depicts that if there is a higher perceived Power Distance in an organization, the lower tier staff will always feel comparatively less satisfied with their jobs because they will believe that their bosses have more authority an autocratic approach to do whatever they want. On the other hand, in companies where there is a lower perceived Power Distance, the lower tier staff will generally report a higher degree of job satisfaction due to the fact that the staff will feel comparatively empowered and more closely knit with the upper tiers of management.

"Organizational culture" is a crucially important factor which distinctively affects any type of sexual harassment at any stage in an organization (Martin & Siehl, 1983). Furthermore it has a strong influence on the organizational values to support, improve or oppose acts of such nature (Rose, 1988).

Since organizational culture embodies the norms of suitable behaviour and values assumed by members of that organization (Hall 1994), it is valid to expect that researchers are looking at culture to illuminate why sexual harassment occurs in some and not in other organizations (Hulin et al., 1996; Kauppinen-Toropainen & Gruber, 1993; Pryor et al., 1993). It may be an organizational norm in conservative societies like the middle-east for women to wear head scarves. However the same has been proven troublesome for similar individuals in places like Europe where Muslim women were harassed for wearing head scarves. It may be fine for women in western countries to wear skirts to the office whereas the same doesn't hold true in places like Saudi Arabia. At the same time male harassment can be recognized in western countries where the phenomenon has been studied while it may not get the same level of recognition in other parts of the world where most organizations are male dominated and men are automatically considered to be the aggressors in the instances of sexual harassment. Additionally same sex harassment would be accepted as a real phenomenon in western countries where Gay sexual orientation is an acceptable idea while the same may not hold true in the more conservative societies where being Gay is looked down upon and even punishes and consequently punished. In such societies, same sex harassment is not even identified let alone remedied.

Sexual harassment is a widespread and a growing problem in every country for many years and it has gained significantly increasing interest and attention of researchers to work on this topic because of its substantial impact on the job related issues like job performance, productivity, commitment, absenteeism and job satisfaction of the individuals or teams in an organization (Schneider & Swan, 1994; Schneider & Swan et al., 1997; Martindale, 1990; Culbertson &

Rosenfeld et al., 1992). Different authors view sexual harassment from different perspectives. In several previous studies one school of thought considers sexual harassment as a mean to fulfill unwanted or unwelcome sexual desires, likewise others believe that sexual harassment takes place in order to protect own social status when it seems to be endangered. For example a man sexually harasses a woman because he has a desire exert/display his dominance over her. If we define harassment in general terms, then it is a repeated or persistent action that pressures, irritates, terrifies, threatens, demeans or humiliates an individual (Alagappar & Marican, 2014; Einarsen, 2000; Adams & Bray, 1992; Brodsky, 1976). Schneider and Fitzgerald (1997) explained, harassment can be based on different preferences of individuals, for instance on the basis of sexual orientation or religion or even ethnicity etc. Harassment is sometimes confused with discrimination which thereby causing problems; however the definition of harassment is quite different than that of discrimination. Discrimination is when people scarcely get positive chances to grow due to different and unfair treatment, on the other hand, harassment includes both verbal and non-verbal threatening behaviours towards the recipient because of their racial/ethnic background, religious conviction, gender or sexual preference etc. Sexual harassment is a particular type of harassment that consists of such behaviours as asking for sexual benefits, to make annoying sexual advances and extra physical or verbal sexual action."

Literature Review

Organizational culture and Job satisfaction

Studies concerning Job Satisfaction aim to study the phenomenon from the perspective of compensation and the perceived fairness of the compensation and rewards, organizational advancement, empowerment through decision making, and involvement of management. Organizational Culture is the key factor in the determination of Job Satisfaction (Navaie-Waliser et al., 2004; McKinnon et al., 2003; Jiang & Klein, 1999; Taber, 1975). Organizational culture plays an acute role in ascertaining employee satisfaction (Arnold & Spell, 2006). Supportive organizational culture will help employees to grow personally and professionally and in return increases the level of job satisfaction (Chang & Lee, 2007; Mansoor & Tayib, 2010).

(Huang & Chi, 2004) reasoned that degree of job satisfaction with an organization will depend on its culture vis-à-vis the provision of ample encouragement and incentive to work harder, also help long term growth. A similar study by Tang (2006) also presented similar findings and conclusion.

Further studies by Johnson (2004); Chang and Lee (2007); Yousaf (1998); McKinnon et al. (1993); Arnold and Spell (2006); and Mansoor and Tayib (2010) reported aggressive direct association between Job Satisfaction and Organizational Culture.

Personality and Organizational culture

An organization's culture becomes the superlative umbrella which overlooks the organization in its entirety including the formal and informal verbal and non-verbal communication amongst the employees, the processes and procedures as well as the unwritten norms being exercised within the organization, and the extent of cumulative involvement of employees of all tiers in the decision making process in that organization (Graham & Nafukho, 2007).

Personality and Job satisfaction

A strong dependency has been identified of personality on an individual's perceived degree of job satisfaction since the early research studies (Hoppock, 1935; Fisher & Hanna, 1931). In 20th Century and even further researchers were studying the core reasons behind Job Satisfactions, the respondents' personalities were never really the focal point of the studies rather taken a static component of the studies (Arvey et al., 1989).

McCrae and John (1992) worked on big five traits, these traits can be used to broadly cover, decipher, and categorize the personality of any individual. These traits are used to work out the type personality in and HR based studies. The Big Five Personality Traits as discussed by McCrae and John and many other researchers are:

1. Agreeableness: Individuals that display the Agreeableness are generally always ready to help other whenever they are asked. They display friendliness, generosity, and the willingness to put the interest of others before theirs (Pervin & John, 2001).

2. Conscientiousness: Conscientious people are very alert what they want and are very vigilant of and clear about their goals and aspirations. They generally display a comparatively high level of intellect (Allen, 2000).

3. Extroversion: An Extrovert is a people's person. He will thrive in the attention of others around him. Extroverts display bundles of energy in their persona, talkativeness, positivity, enthusiasm and are willing to jump into demanding situations because they enjoy the action (Rentfrow et al., 2003).

4. Neuroticism: These individuals display negativity. Generally, neurotics will shy away from situations and let others take control, hence they reflect submissiveness. Neurotics will generally perceive any situation as a threat (Friedman & Schustack, 2003).

5. Openness to Experience: Individuals who display openness are the creative types. These individuals appreciate beauty, art, nature, and are quite cognizant of aesthetics and they are in touch with themselves (Rayckman, 2004).

Sexual harassment and Job satisfaction

Sexual Harassment became the number one culprit in a study by Willnes et al. (2007) it reduces level of job satisfaction which caused withdrawal from work and lowers ownership and reducing their levels of commitment. This would translate into loss of productivity for the organization and raise the level of absenteeism within it meaning higher costs and eventually reduced profitability.

Cortina et al. (2001) would argue that women generally are able to tolerate a greater amount of incivility as compared to men; however sexual harassment will affect both. Gruber (2003) say's consequences of sexual harassment are universal. The issue of sexual harassment has been amplified and pose a larger threat to companies and individuals than ever before (DeSouza & Solberg, 2003).

Organizational Culture and Sexual Harassment

The most common key terms that these researches used can be consolidated into a sentence: Sexual Harassment occurs when a member of one gender puts forth unsolicited advances of sexual (often offensive) nature, verbal or physical, at one or more members of the same or the opposite gender in a social setting where such advances are normally looked down upon (Huerta, Cortina, Pang, Torges, & Magley, 2006; Cortina & Wasti, 2005; Cortina, Swan, Fitzgerald, & Waldo, 1998; Gutek, 1985; Dansky & Kilpatrick, 1997).

Fitzgerald, Gelfand, and Drasgow (1995) discussed three distinct sides to sexual harassment in their Sexual Experiences Questionnaire (SEQ). The SEQ would gauge sexual harassment in three broad parameters; (1) Gender based harassment: where there is socially unacceptable sexual behaviour (verbal and physical) towards women; (2) Sexual Attention: Coming on to the victim sexually in ways that make them feel uncomfortable or even offended e.g. Uninvited physical contact, talking in way that has sexual insinuation etc. (3) Sexual Coercion: Using sex as a bribe or prerequisite for survival in the workplace.

In organizations, the inherent culture paves the way how different organizational events are accepted and owned by the members of that organization. Companies where the bosses rarely mingle with their subordinates will have a much harder time finding enthusiasm in those subordinates when the going gets tough (Schein, 2004; Rentsch, 1990; & Louis, 1980). Schneider highlights Organizational culture as a communal phenomenon evolving from the participants' beliefs and societal interactions (Trice & Beyer, 1993; Schneider, 1987), comprising of collective values, con joint considerations, belief patterns, and behavioural anticipations (Rousseau, 1990) that bond individuals within an organization with each other over time (Schein, 2004). Overtime this collective pool of the members' chunks of cultures take a form of its own and every new members who joins the organization add his/her own little share to this

pool and is also influenced by the collective culture. This passing of the culture into the generations of the inductees in the organization as an effective way of coaching has been discussed by Schein (2004).

Organizational culture, with its attitude towards sexual harassment, is greatly influenced by the attitudes of the individuals within it towards sexual harassment. In simple words, if a majority of the employees in an organization come from cultures where certain actions or behaviours may not be considered as sexually offensive, or those actions are not curtailed in the strictest manner, then there is a high probability that their company has a lenient approach to sexual harassment even if the company has a formal harassment policy. On the other hand, if a majority of the members of that organization come from conservative backgrounds like Arabic countries, then the company will generally have a firm attitude towards sexual harassment (Martin & Siehl, 1983; Rose, 1988).

Company's collective culture is a holistic representation of the member's individual norms and beliefs systems, has led the researchers all over the globe to Sexual Harassment. This perspective helps a great deal is discerning why the degree of sexual harassment varies among organizations that otherwise appear similar (Hulin et al., 1996; Kauppinen-Toropainen & Gruber, 1993; Pryor et al., 1993).

As it happens, sometimes females would compromise and endure behaviours of their colleagues because their society has not empowered them enough to take a stand against such things. They take bear with such actions and behaviours, which otherwise they would refute because it offends or harasses them, as a requirement for taking that job. These women may not have many work alternatives in their society or that society may not empower them enough to take a stand against them.

In collective high-power-distant cultures, people are much more concerned with saving face and would, therefore, avoid direct communication strategies in response to sexual harassment, if at all possible, to preserve social harmony (Ino & Glicken, 2002). On the other hand, in low-power-distant and individualistic cultures, direct communication is preferred even if it threatens the relationship (Merkin & Ramadan, 2010).

Methodology

In this study, we will use organizational culture as an independent variable and job satisfaction as a dependent variable and sexual harassment and personality traits are two moderators. For the purpose of this study, the instrument developed by Rammstedt and John (2007) was used to determine the personality. The choice was made based on the shortness of the instrument since the questionnaire has to have further questions concerning the different personality traits. The questionnaire is based on only 10 items which describe the personality traits in a brief way to

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generate effective data collection which can help for the better analysis and findings. As personality traits consist of big five model so in late 1980s the Big Five inventory shaped (John, Donahue, & Kentle, 1991) as a very short tool. The instrument consist of this questionnaire has also been used in the previous research paper written by Beatrice and Oliver (2007) the journal of research in personality.

Other instrument selected for this research study is about the job satisfaction. There are many factors on the basis of which this questionnaire was selected those factors are; pay, top management, supervision, fellow workers and promotional opportunities. This questionnaire has been previously used by the Gilbert, Orville, Churchill, and Neil (1974) and purpose of its selection is because it was spread up to249 members in the industry out of which 74 % members completely filled and submitted their opinion then after the elimination of unnecessary elements which were not related to the job satisfaction or causing the biasness in the data collection, it was finalized by the researchers. The reliability of the whole data was measure through the alpha coefficient and its value was about 0.85.

Another important variable of this research study is sexual harassment. Sexual harassment consists of 3 main items gender harassment, sexual attention and sexual coercion and under each heading there are 5, 7 and 5 questions respectively. Researcher personally visited the sites continuously 5 days for the data collection and also mailed the questionnaire to the employees working in software companies. And researcher promised the employees that the given information will keep in secret and it will use purely for the purpose of research work. For this purpose researcher selected the instrument from the Michele, Louise, and Fritz research paper named as Measuring Sexual Harassment: Theoretical and Psychometric Advances. The Alpha reliability of this questionnaire was 0.89.

In this research study organizational culture is used as an independent variable for the purpose of data collection researcher used the questionnaire generated by Srite & Karahanna in 2006. This questionnaire was previously used in order to identify the culture prevail in an organization by spreading and floating it in the different industries. The reliability test for this instrument produced results as   IC =.79; PD=.74; UA=.80; MS=.92.

Participants selected for the study were the employees working in software companies running their operations in Rawalpindi and Islamabad. From the total of 230 software development houses only 20 were chosen in Islamabad and form the total of 218 software working in Rawalpindi we only selected 10 companies for the purpose of collection of data and filling of questionnaire. The total sample size for this research paper is 300 participants which include 130 female and 170 male respondents. All the respondents who took part in the filling of questionnaire were between the ages of 20 to 45. Method used for the selection of the sample is convenience sampling. This is a non-probability sampling technique where participants are

easily accessible and available closer to a researcher. The selection of the participant is purely on the bases of easiest approach of researcher and due to the limited time and lack of availability of financial resources.

In all the research techniques every researcher would like to test the whole population but most of the times the population size is too much large that it's not possible to generate response from every single of them. That's why most of the researchers depend on different sampling methods and convenience sampling is one of the very popular sampling methods to use. Because time and cost are very important factor for any researcher so this sampling method is very fast in term of time and less expensive as compare to other sampling techniques.

Research Questionnaire for this study is divided into 2 parts. In first part I gathered the demographics of the participants which include the age,gender, job experience,and qualification. Then there is 2nd part in the questionnaire related to research variables (organizational culture, job satisfaction and personality) where I used 5 scale measures from 1 to 5. Strongly agree holds the value of 1, agree as 2, 3 as neutral, and 4 as disagree and similarly at the end strongly disagree as 5. The last portion of the questionnaire was about the sexual harassment where I used the 5 scale measure for the data collection; here the scale 1 indicates to " never", 2 indicates the "Once or twice", 3 indicates "sometimes", 4 holds the value of "often", and at last 5 indicates the "many times".

Analysis and interpretation

First of all in the analysis I will present the different variables and the distribution of number of items used under these variables in the survey questionnaire.

There are total 7 items in the questionnaire related to the organizational culture. Which I used to take an opinion from participants in order to perceive what kind of organizational culture prevails in the software houses, 10 items are dedicated to the job satisfaction in the questionnaire which will be helpful in order to evaluate that how many employees are satisfied from their job.

For the evaluation of sexual harassment there are 20 items which will indicate the degree of sexual harassment prevails in the software houses and at the end there are also 10 items for the personality traits. Consequently if we add all the items included in the questionnaire the total sum of these items is 47.

Table 1. *Reliability Analysis*

Variable	Cronbach's Alpha	No of items
Organizational Culture	0.721	7
Job Satisfaction	0.885	10
Sexual Harassment	0.720	20
Personality Traits	0.885	10
Total	0.929	47

Once the data has been collected initially from the sample of 30 employees working in software houses situated in the twin cities Rawalpindi and Islamabad, researcher conducted a pilot testing on the collected data. The questionnaires received during the pilot testing were completely filled by 13 female and 17 male employees. Participants who took part in the completion of the questionnaire out of total 30, all the participants were between the ages of 20 to 45. During the pilot testing researcher conducted a cronbach's alpha test which checks the internal consistence reliability of the data. We found the data collected for organizational culture is 72.1% reliable and the data collected for job satisfaction is highly reliable as its reliability value is 88.5%.

The results of pilot testing for the sexual harassment data analyzed by the researcher and he found the data very highly reliable because the calculation showed the results of cronbach's alpha value is 72.1%, which indicates that the data is reliable and real.

The reliability rest for personality showed the alpha value is 88.5% in this research study. Researcher used big five model for personality questionnaire which consist of 10 questions. This is the very precise and well-structured questionnaire to evaluate the personality traits of participants.

Table 2. *Statistics*

	OC	JS	SH	PT
Mean	3.8264	3.8288	3.8768	3.8288
Std. Deviation	.48451	.50761	.30790	.50761
Minimum	1.29	1.80	3.05	1.80
Maximum	5.00	5.00	4.55	5.00

Table 3. *Correlation Analysis*

	OC	JS	SH	PT
OC	1			
JS	.613**	1		
SH	.522**	.623**	1	
PT	.613**	1.000**	.623**	1

**. Correlation is significant at the 0.01 level (2 -tailed).

In order to notice the relationship between variables I computed and evaluated the correlation for variables presented in Table 3. The coefficient calculations show significantly positive correlation relation between all the variables. If we look back at the first hypothesis which states that there is a positive correlation between the organizational culture and job satisfaction, while keeping this hypothesis in view if we take a glance on the given table the correlation value for Organizational culture and job satisfactionapprove the first hypostasis andit indicates the strongpositive correlation between the two variables and value reached at the level of 0.613** which predicts that greater number of respondents believe that where power distance in an organizational culture is low between employees and top management the rate of job satisfaction will be high. If we calculate the same for organizational culture and sexual harassment the

correlation value is 0.522** which is an indication of a positive strong relationship between Organization culture and Sexual harassment. And the value of correlation between Organizational culture and Personality traits touched the value of 0.613** which is an indication of strong positive relationship between the variables.

The above table report the relationship between the between Job satisfaction and Sexual harassment the correlation values lie on the level of 0.623** which is showing strong positive relationship between both variables. The relationship between Job satisfaction and Personal traits is on higher side as it has a perfect positive correlation value of 1.00. At the end the of this table there is a correlation value of Sexual harassment and Personal traits which is also showing strong positive relationship level of 0.623 variables.

Table 4._Regression for Organizational Culture and Job Satisfaction_

Model	R^2	$\triangle R^2$	B	T	Sig.
Organizational Culture	.376	.376	.613	12.803	.000

Dependent Variable: Job Satisfaction

This above given table report the regression analysis value of organizational culture and job satisfaction. Regression analysis indicates that how much an independent variable can bring change into the dependent variable. This table indicates that the value of R- square for OC and JS is 0.376 which means OC does change JS.

Table 5.*Moderation one*
Moderated Regression for Organizational Culture and Job Satisfaction, moderate Sexual Harassment

Model	R^2	$\triangle R^2$	β	T	Sig.
Organizational Culture	.376	.376	.613	12.803	.000
Interaction Term one OC*SH	.484	.108	.819	7.531	.000

Dependent Variable: Job Satisfaction

This table reports the collective impact of first moderator that is sexual harassment with independent variable organizational culture on the job satisfaction. We can notice that with the low sexual harassment and low power distance in organizational culture have significant impacts on the job satisfaction of the employees. Although there is a very less change in the R-square value has noticed which is 0.108.

Table 6._Moderation two_
Moderated Regression for Organizational Culture and Job Satisfaction , Moderate Personality Traits

Model	R2	$\triangle R2$	β	T	Sig.
Organizational Culture	.376	.376	.613	12.803	.000
Interaction Term Two OC*PT	.937	.561	1.497	48.921	.000

Dependent Variable: Job Satisfaction

This table reports the collective impact of second moderator that is personality traits with independent variable organizational culture on the job satisfaction. We can notice that with the personality traits and low power distance in organizational culture have significant impacts on the job satisfaction of the employees. And the results show that the personality traits have very strong impact on job satisfaction as its R-square value has very high value of .937.

Findings and Results

After going through this research work I would say that results of this work suggest a relationship between organizational culture, sexual harassment and job satisfaction may differ from the relationships between organizational culture, personality traits and job satisfaction. Because the moderating impact of sexual harassment is less than the moderating impact of personality traits on the relationship of organizational culture and job satisfaction. This may be due to the gender of participants as the greater numbers of respondents were male so the things which consider as a sexual harassment for females may not be having same meanings of sexually harassment for a male.

As we know that Pakistan is a high collectivist society and people like to work together in teams rather than individually except some cases. And in the culture of Pakistan people don't want to talk about sex openly especially when they are victims. The results show that the culture prevails in the software houses working in Rawalpindi and Islamabad prevail low power distance in their culture and employees have authority to share their views with seniors and this culture have less effect of the sexual harassment, but there is a definite impact of sexual harassment on the relationship organizational culture and job satisfaction but not significantly high.

But on the other hand personality traits have a strong moderating impact on the relationship of organizational culture and job satisfaction. This is because every individual possesses unique and different personality traits from other and personality of individuals play a vital role in the job satisfaction.

Limitations and Recommendations

There are number of limitations which can be point out but one of the most important limitations of this research study was the sample size, there are almost 500 small, medium and large software houses running their operations with in twin cities but I selected only 30 software houses between them for the purpose of this research work and still a large number of populations left. So one can expand his/her sample and population size for the future works on this topic. Secondly I noticed the impact of both moderators on the relationship of organizational culture and job satisfaction separately due to limited time span. For further studies in future I will recommend that one should use both moderators together and then conduct this study. This study can be carry forward in number of ways for future work like someone can use different

dimensions of the organizational culture or different personality traits to evaluate their finding and results. Lastly I would recommend that this research work can be conducted only on the female respondent and different industries working in Pakistan.

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