



A study of the impacts of perceived managerial coordination on employee job satisfaction during the Covid-19 pandemic: A quantitative study from the employee perspective

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ABSTRACT

Keywords: Perceived coordination, job satisfaction, COVID-19, remote work, crisis, IT

Research question:

How do employees perceive how managerial coordination impacts their job satisfaction?

Purpose:

The main purpose in this study is to explore the effects of managerial coordination on employee job satisfaction on Information technology (IT) companies in Sweden during the COVID-19 pandemic. The inclusion and need of remote working and digitalisation encouraged the need to have more coordination within the companies for better job satisfaction. Therefore, this study aims to shed light on how employees are feeling/felt about the level of coordination they receive through the lenses of their job satisfaction.

Method:

Quantitative methods of data analysis were used in the research, and the data was analysed using SPSS to identify the correlations between the two variables in the study.

Conclusion

This study was undertaken because of the researchers' interest in determining the impacts of the level of perceived managerial coordination on employee's job satisfaction. It was based on the employees' perceptions of the level of coordination they received during the COVID-19 pandemic. Therefore, the authors of this study provide insight into the impacts of perceived managerial coordination on employee job satisfaction. According to the findings, employees were mostly satisfied with their jobs. Most job dissatisfaction was found in the areas of salary and promotions. Organisations should implement an equitable system of promotions and offer competitive and livable wages in their organisation to address these areas of dissatisfaction.

Table of Contents

1. BACKGROUND.....	3
1.1. PROBLEMATIZATION.....	5
1.2. RESEARCH QUESTIONS.....	6
1.3. RESEARCH PURPOSE.....	6
2. LITERATURE REVIEW	7
2.1 MANAGERIAL COORDINATION	7
2.2 JOB SATISFACTION.....	8
3. THEORETICAL FRAMEWORK.....	10
3.1 COORDINATION THEORY.....	11
3.2 HYPOTHESIS DEVELOPMENT	13
4. METHODOLOGY	16
4.1 RESEARCH DESIGN AND METHOD.....	16
4.2 DATA COLLECTION PROCEDURE	17
4.3 MEASUREMENT.....	19
4.4 RELIABILITY AND VALIDITY	21
5. RESULTS AND ANALYSIS.....	23
5.1 CORRELATION	24
5.2 COEFFICIENTS	26
6. FINDINGS	28
7. CONCLUSION.....	30
7.1 FURTHER RESEARCH	31
7.2 LIMITATIONS	31
8. REFERENCES	32
9. APPENDIX	39

1. Background

The coronavirus pandemic severely impacted global trade, and businesses were immensely affected. Companies reduced their physical operations in response to the directives given by governments and the World Health Organisation on quarantining and the restriction of human contact to reduce the virus (Shahidi et al., 2020). COVID-19 has caused great economic disruption throughout the world because customer demand and industry activity has collapsed. To re-establish themselves after the effects of the crisis, it is imperative for surviving industries and businesses to evaluate their business practices in order to reassess the effects that perceived managerial coordination can have on employees' job satisfaction within their organisations (Verčič, 2021).

Information technology (IT) companies that provide services and make equipment for human usage suffered the brunt of the pandemic given that, just like other companies, they had to cease operations or limit their scope of operations after governments-imposed restrictions to prevent the further escalation of the spread of coronavirus (Anthony and Noel, 2021). Over the course of human history, pandemics have influenced how work is understood, performed, and organised. Even though it is too early to assess the psychological, social, economic, and cultural impacts of the COVID-19 pandemic, it has already had tangible impacts on work processes (Rudolph et al., 2021). During this challenging time, human resource managers are continually seeking out innovative, creative, and effective ways to satisfy their employees. There is an increasing number of companies that are implementing strategies to improve the job satisfaction of their employees (Parshuram and Ramesh, 2020).

According to Barts (2020) in addition to health problems, the government-mandated shutdowns is causing a social and economic crisis that has primarily affected the service industry, including the IT industry due to Covid-19. Due to extensive safety measures, many service employees are required to work remotely. As a result, employee job satisfaction is affected by the type and level of coordination they receive during the COVID-19 pandemic. Barts (2020) showed how leadership affects service employees' job satisfaction in a virtual work environment during crisis times. Business leaders were forced to modify their management style in order to save their companies, particularly in relation to the coordination of activities among a variety of but interrelated departments (Barts, 2020). The approach of looking into employee's job satisfaction streams from the perspective of ensuring

productivity is enhanced and achieved within the industry (Stenman and Pettersson, 2020). However, the coordination of the new approaches was needed to ensure employees are satisfied in their new working environment.

For industries to remain competitive, they must be able to conform to various technologies associated with their production and service delivery. During a pandemic, firms should also have to examine the degree of coordination between managers and employees as this can affect employee satisfaction which is important for overall productivity of the business (Davidescu et al., 2020). The need to make technology part of businesses is a push factor for many companies today. Coupled with the existence of the Coronavirus pandemic and its associated business effects, it is clear that adopting new ways of doing business is of utmost importance. Today, companies are making strides within their systems to affect and enhance coordination in departments as the production of goods and delivery of services depends on coordination (Kanda et al., 2021).

The need for achieving employee job satisfaction needs high-level coordination between departments in companies at a time when business operations of companies are rapidly changing, and the past dynamics no longer influence the current or the future projections of the business. The COVID-19 pandemic changed everything, and today, most clients prefer to make online purchases and workers are accustomed to working remotely as a result of the closure of operations during the pandemic (Bergdahl and Nouri, 2021). It is, therefore, upon companies to ensure that coordination between various structures of their companies is achieved and maintained at a level that will ensure that service and products are delivered effectively and if possible, more profoundly than they were done before the pandemic. In times of crisis, this can only be reached when the IT is aligned with the business and the business is aligned with IT (Luftman and Brier, 1999).

IT companies in Sweden have the technical capacity to implement change within their system in a bid to achieve the effective management of the operations and high employee satisfaction levels with increased coordination through performance measurement systems (Franco-Santos et al., 2012). With the change in operations and the need for more robust coordination in companies, it is extremely important that companies increase their level of coordination while working remotely which needs high-level coordination per department to ensure that change is enacted (Kavaliunas et al., 2020).

1.1. Problematization

When it comes to organisational change, especially technological change, IT companies have the advantage of being able to notice changes before other companies do and facilitate the change. IT innovations provide the support necessary to enable radical redevelopment of processes and value chains (Châlons and Dufft, 2017).

An IT coordination issue in the Swedish IT industry can affect the operations of the company because they are responsible for maintaining the functionality of the economy. In this pandemic setting, most companies are utilising their IT capabilities because many companies were forced to go remote working and digitalise their operations on the way. In many ways, job satisfaction is necessary in any company for the achievement of projected results within the industries (Wang et al., 2021). Job satisfaction is a vital factor in companies and perceived coordination is a reflective aspect that either heightens or lowers the levels of this aspect. The coordination issue has the potential to ruin productivity and the satisfaction of employees. It has a significant impact on the overall outcome, particularly during the COVID-19 pandemic. Changes in management during the COVID-19 pandemic have made coordination between employees and managers more challenging than ever (Barts, 2020). During crisis situations, employees must do their best to keep business afloat because their job satisfaction affects the organisation's performance (Wang et al., 2021).

Poorly defined objectives intensified the challenge by the companies where most of these companies lost focus on coming up with better strategies to push through the pandemic but instead focused their energy on the losses they were making. The improper division of work also brought about coordination challenges (Anandbabu, 2021). The leaders of IT companies found it challenging to focus on all departments during the pandemic (Inoue et al., 2021). Accordingly, it can be deduced that the communication behaviour of an organisation has a large impact on job satisfaction. However, communication alone cannot affect employees' satisfaction because communication, collaboration, and coordination are important to a company's success (Mishra et al., 2009).

The effect of poor coordination on the company entails poor outcomes thus can lead to poor job satisfactions (Castañer and Oliveira, 2020; Horgan et al., 2020 and Kim, 2002). For effective coordination in the companies, there is a need for effective leadership in the departments and mutual cooperation between various company sectors. The organisation structures must also be sound enough and reliable to positively impact the general management of the companies (Beer et al., 1990). Policies that are precise need to be

formulated and implemented in the companies. These policies ensure that coordination processes are effective and cut across all departments for effective company results.

A number of studies has been conducted on the factors or the predictors that affect job satisfaction (Naharuddin and Sadegi, 2013; Rad and Yarmohammadian, 2006 and Wang et al. 2021). However, to the extent of the knowledge of the authors of this research, no research on the effect of the perceived coordination on employee satisfaction has been found/conducted. This study, therefore, aims to contribute to the gap in this research area. Nevertheless, this research will not study the impacts of managerial coordination on job satisfaction in general but attempt to explore what is happening inside IT companies by conducting quantitative research on the level of coordination that employees are receiving. It looks at the employee's perceptions on coordination level through their job satisfaction scores. The authors of this research delimit their reach to companies in the IT sector in Sweden.

1.2. Research Questions

How do employees perceive how managerial coordination impacts their job satisfaction?

1.3. Research Purpose

The purpose of this research is to explore the perceived effects of managerial coordination on job satisfaction in Swedish IT companies during the COVID-19 pandemic. The introduction and need of remote working and digitalisation encouraged the need to have more coordination within the companies for better employee job satisfaction. Therefore, this study aims to shed light on how employees are feeling/felt about the level of coordination they receive through the lenses of their satisfaction.

2. LITERATURE REVIEW

2.1 Managerial Coordination

Because organisations constantly change, there is a need to coordinate functions within organisations to set up new work processes as the COVID-19 pandemic challenges the systems and processes of organisations (Alam, 2020). In most industries, due to the COVID-19 outbreak, mandated shutdowns have caused unprecedented disruptions in commerce (Donthu and Gustafsson, 2020), a new form of managerial coordination is thus necessary (Priyono et al., 2020), propose that managerial coordination is essential, especially with the change in the company's operations, a looming pandemic, and shifts in operations.

Responding to the COVID-19 requires a new level of managerial and employee coordination. The reorganisation of managerial coordination involves coordination between managerial and industrial processes, which include commitment, division of functions, subordination between manager and employee, and delegation of responsibilities within the organisation (Priyono et al., 2020). Managerial coordination is also defined as the process and period in which work is divided between different departments that overlap or correlate with each other, hierarchy in the organisation formed and the structural units within the business established through the relation of each department (Brass, 1984). According to Brass (1984), the sense that these departments are on the same page as per the needs and goals of the organisation in which they operate is also crucial.

Coordination in an organisation, in which organisation is described as the coming together of two or more parties in the realisation of a singular and specific goal that they commit to, requires that there are more than work-related instances in which the various departments in the organisation liaise with each other in unison to obtain a primary goal (Leonardi et al., 2012). Pagell (2004) emphasised that coordination within the organisation creates and improves the structures within business enabling employers and employees to work along with each other and achieve the goals projected for the company. Coordination in businesses is thus a key function that reconsolidates mandates and the arrangement of the departments in the company. Managerial coordination is essential in various perspectives of the organisation. Umam et al. (2020) described elements that are essential in coordination as a division of labour, structures of the business, and hierarchy within the business. There is an intense sense tying the three elements to coordination being that coordination is the centrality of achieving these aspects (Leonardi et al., 2012).

2.2 Job Satisfaction

Job satisfaction can be understood as how people relate with various aspects of their jobs in the working environment. According to Spector (1997) Job satisfaction is the degree to which people like or dislike elements in their jobs and workplaces, depending on the nature of their jobs, the pay or wages they receive from the employment, the existence of promotions within their works, nature and levels of cooperation and the supervision in their work environment. The concept of job satisfaction refers to the level of satisfaction employees have with their jobs and the organisations they work for. In addition, it entails specific aspects of satisfaction such as salaries, benefits, promotions, work conditions, supervisory practises, organisational practises, and working relationships with co-workers (Misener et al., 1996).

Employee job satisfaction is an attitude that people have about their jobs and the organisations in which they perform these jobs. It can be defined as an employee's affective reaction to a job, based on a comparison between actual outcomes and desired outcomes (Mosadeghrad, 2003). There is a general understanding that job satisfaction is a multifaceted construct that encompasses employee feelings about both intrinsic and extrinsic aspects of the job. Accordingly, it encompasses specific aspects of satisfaction such as rates of pay, benefits, promotions, work conditions, supervisory practises, organisational practises, and working relationships with co-workers (Misener et al., 1996).

The job descriptive index measures job satisfaction that involves considering inter- and intra-personal interactions, career opportunities, management flow, and salary (Ahsan et al., 2009). Lawler (1983) studied and measured job satisfaction in a systematic and intensive manner. Researchers have been measuring job satisfaction across a wide variety of disciplines since then. Spector (1996) estimated that there are more than 12,400 studies incorporating job satisfaction in some form. The topic of job satisfaction is of immense interest to a multitude of researchers from a wide array of disciplines, including corrections. A key question is how to define job satisfaction.

Rice et al. (1991) defined *job satisfaction* as a “pleasant or optimistic state due to job evaluation or work experience”. Job satisfaction is an illustration of hope emanating from the built relationship between productivity and the job satisfaction itself, and the loyalty, working hours and activities with which an individual undertakes within an organisation (Rice et al., 1991). Job satisfaction is a selfless pleasure that an individual gets from the nature of his or

her job (Liu, 2011). Job satisfaction is always as a result of the perception of how well managed someone is, the confidence they have, and the enjoyment they draw from their employment (Luthans, 2002). Røssberg et al. (2004) claimed that most employees seem to have higher needs, for example self-realisation. The self-realisation equates to the liking they have taken to their jobs and the nature with which they are satisfied in meeting the needs they have for the job. Employee satisfaction is a key component in contributing to the efficiency and the effectiveness of various business organisations. The modern business environment dictates that employees should be treated in a way that sustains their expectations within an organisation through ensuring that they are motivated and take a liking to the work they do within the organisation.

3. Theoretical Framework

Crises occur in the environment, and as factors of the environment, they are beyond the control of organisations, but once established, they have a huge influence on company functioning. It is, therefore, imperative that organisations have the capability of managing crises. A crisis caused by the external environment must be handled internally. Due to these crises, many managers have sent their employees to work remotely. A key characteristic of virtual work is the use of various communication technologies such as email, telephone, or video conferencing (Gilson et al., 2015). However, crisis management cannot be standardised because it is context specific. Therefore, to explore and understand the level of managerial coordination that managers are engaging in, it was necessary to investigate the coordination theory. Coordinating theory takes a process-based approach to understanding the relationship between employees and management. The study of coordination focuses, in part, on how people work together now and how they might do so differently with new information technologies (Malone and Crowston, 1990). In this view, job satisfaction depends on the coordination levels chosen to manage dependencies among tasks and resources involved in the process (Crowston, 1997). An important practical problem for many managers is finding alternative processes for performing a desired task, for example, one that is more efficient, cheaper, or that is automated or enhanced by the use of IT. Improving processes during a crisis also poses theoretical challenges (Crowston, 1997).

Coordination is necessary to address intraorganisational and interorganisational challenges (Viinamäki, 2004). Each organisation has a unique structure, policies, and ethical principles that differentiate it from the competition. The environment is where other competing organisations and customers are located. It is generally assumed that coordination and organisation have reciprocal relationships. In order for an organisation to function properly, there must be coordination among its various components. The process begins with members of the leadership, who adopt different organisational skills and strategies to ensure employees can use organisational tools in a way that will guarantee acceptable outcomes.

Challenges can influence organisational goals in various dimensions. In fact, coordination is likely to increase employee satisfaction, motivation, and efficiency. A defined boundary sets the right vision and focus for an organisation externally due to its role in coordination. It also establishes organisational trust from the external and internal perspectives. Additionally, job

satisfaction leads to an organisational trust that has a reciprocal effect because it contributes to more effective and efficient utilisation of staff and tools, which in turn, affects business outcomes.

3.1 Coordination Theory

The concept of coordination is defined as the deliberate and orderly alignment of actions by partners to achieve jointly determined objectives (Castañer and Oliveira, 2020). In a singular context, it can be challenging to win over the hearts and minds of people who do not share the same hopes, ideas, aspirations, values, customs, habits, preferences, rules, and laws.

Among the essential needs of an individual is an association, and objective cooperation is the desire of every right-thinking individual (Osifo, 2013).

Each individual agent's decision is influenced by the actions of other agents in a cooperative group, and because dynamic environments are constantly changing during pandemics, these dependencies will rapidly change, necessitating more cooperation in organisation policies (Kok et al., 2003). Consequently, because the true meaning of policy is defined by agreement on it, formalising the decision-making process as a means-end relationship should be accepted by all for better coordination. Lindblom (1959), suggests that a mixed scanning process to decision-making may incorporate aspects of both rational compressive and incremental approaches to decision-making (Etzioni, 1967).

Modern organisations have one of two structures: a vertical structure or a horizontal structure. Organisations with a vertical structure are characterised by a flow of power from top to bottom. However, organisations with a horizontal structure are characterised by a preference for specialisation and participation. The organisational structure becomes decentralised, flat, and adaptable because employees are given autonomy for their tasks (Ronen et al., 2007). This flexibility is particularly useful during the current COVID-19 pandemic and irrespective of the posture of an organisation, coordination is imperative.

Willem and Buelens (2009) viewed coordination as both a formal and informal process. Coordination also encompasses human relationships. Further, coordination is a systemic process because it is about determining the best decision that has positive internal and external effects. During crises such as the pandemic, coordination between all departments becomes at most essential. In their study, Gulick and Urwick (1957) looked at planning, organising, directing, coordinating, report-writing, and budgeting. This demonstrates how coordination is part of planning as it indicates what should be included in an effective plan

and how it should be carried out. Coordination is part of organising because it takes the initiative (Gulick and Urwick, 1957). Coordination is part of staffing because it specifies who should be a staff member and the rational placement. Directing relies on coordination to focus as.

The coordination between employees at the highest level and those at the lowest level is necessary for reporting any defects to take place. In the context of budgeting, coordination is also of great importance since it ensures that all stakeholders come and work together for the success of the project. Coordination requires a clear understanding of roles and responsibilities (Viinamäki, 2004). Coordinating between employees who work remotely, far from their supervisors and co-workers, has never been more important than it is today (Leonardi et al., 2010). Boella and van der Torre (2006) argued that it is the roles that define personnel and departments, which, as a result, shape organisational structure. Organisations are often complicated and difficult to understand. Coordination informs the most appropriate times for reformation and ethical behaviour (Boella and van der Torre, 2006). Due to the fact that some organisations are often quite large, and studies about the effect of group size have tended to focus on process dynamics, some organisations are often quite large. Thus, concerning co-working and supervision, coordination plays a large role in employee job satisfaction and performance (Raffaele and Connell, 2016). A collective good cannot be attained without some form of group agreement and coordination. This is not possible without employee satisfaction because cooperation is the most effective way to meet the obligation (Provis, 2004). A lack of coordination within an organisation can result in new problems, such as who is responsible for policy development and service delivery (Gregory, 2003). This was never so clear since the pandemic hit the world. The decision-making process takes longer now than it did before the Covid-19 pandemic because people who used to work close together are now separated as a result of government lockdowns.

To monitor with far proximity managers, need to develop and maintain highly sophisticated performance measurement systems which involves establishing and maintaining joint working arrangements including direct and indirect costs (Osifo, 2013). It is more difficult to measure effectiveness and determine impact without measurement systems. There are organisational and transition costs to introducing shared systems and structures, and this can lead to consensus at the expense of making tough decisions on how to deal with trade-offs in order to achieve the best results for the company (Osifo, 2013).

Lo et al. (2009) stated that coordination plays an important role in ensuring that employees are satisfied with their jobs. Lo et al. (2009) also stated that transactional management has

shown that it is more effective concerning change commitments than those with a transformational management. In addition, attitudes, behaviours, qualities, and management skills can contribute to effective coordination in an organisation which are all factors of effective coordination (Mosadeghrad, 2003). In fact, effective coordination can encourage employees to work as efficiently as possible (Rad and Yarmohammadian, 2006). The coordination within companies ensures that the communication achieves integrity, efficiency and clarity to the employees (Singh, 2014). An effective management style can contribute to the success of the engagement (Gharehbaghi and McManus, 2003). Likhit-Wonnawut (1996) pointed out that positive coordination enhances employee satisfaction, and this is an accurate indicator that a better style can encourage an employee to work effectively. Coordination thus is impactful in attaining job satisfaction, hence affecting their productivity.

3.2 Hypothesis Development

Developing and testing hypotheses is fundamental to the completion of quantitative research studies. Without hypothesis, all the critical elements of the research process cannot be learned, and the conclusions would be limited. The precursor to the research hypothesis is the research idea. The research hypothesis is the basis upon which the research project was built. In this sense, the research hypothesis is of particular importance to the overall success of the study. Having a hypothesis will ensure a successful experiment (Toledo et al., 2011). The significance of the research hypothesis is directly related to previously known facts, potential solutions, and expected results of the variables analysed, according to Toledo et al. (2011). A hypothesis is at the centre of the research study, the data gathered from the research study, and the conclusions drawn from the research study. With the data collected and carefully reviewed, the hypothesis can be supported or rejected based on the findings that have been gathered. In brief, the hypothesis is essential to the research study (Toledo, et al., 2011).

As technology has continued to advance, workplaces have become increasingly flexible, allowing workers to work anywhere in the world thanks to the automation of certain tasks (Richardson, 2021). Also, organisations, managers, subordinates, and employees are changing in strategy to manage pandemic impacts in business operations, knowledge management, and human resources (Dess and Picken 2000). In part, this can be attributed to technology, which has a major impact on organisational change and is vital for organisations

to prepare for the future (Dess and Picken 2000). Organisational adaptability is a continuous learning process that fosters innovation and increases the ability of an organisation to manage change (Dasgupta and Gupta, 2009).

The rate of change in organisations has never been faster according to Burnes (2004). In addition, Burnes (2004), believes that organisations must make changes to remain competitive. The digital revolution has the potential to create new business opportunities as well as to undermine highly successful business models (Burnes, 2004). As the digital ecosystem continues to rapidly grow, companies of all sizes, no matter how established, will need to adapt (Zahra and Nambisan, 2011). In addition to changing how managers and employees coordinate, digitalisation has changed how organisations respond to such changes (Weill and Woerner, 2015). Organisational adaptability is a function of management's ability to interpret changing situations and introduce new mechanisms for dealing with them (Weill and Woerner, 2015).

Coordination is defined by Castañer and Oliveira (2020), as the deliberate and organised alignment of partners' actions to achieve a jointly agreed objective. This concept is even important for co-workers who are working remotely on a jointly determined objective. Using coordination and separate digital innovation stacks, organisations can manage operations, according to Weill and Woerner (2013). In some cases, the organisational structure will have to be changed while, in others, it will remain the same. Each of the approaches has very different objectives and measures of success.

A managerial role is a set of actions and responsibilities that are assigned for each of them. There are three main groups of management roles within an organisation. These are interpersonal, decisional, and informational. These three main categories require high-level coordination during crises and when companies rely on digital tools, such as Zoom and Cisco, for communication. Coordination is crucial to achieving the necessary resources and results (Borch and Andreassen, 2015). According to Rad and Yarmohammadian (2006) high-level managerial coordination between managers and employees has a positive influence on employees and increases managers' ability to oversee company operations.

Employee satisfaction is one of the indicators that are relevant and important in companies. Spector (1997) stated that the aspect displays how people like and dislike their employment or rather jobs within organisations. A number of studies have linked employee job satisfaction with their attitude towards their jobs. Robbins (2006) defined "*job satisfaction*" as the decisive and general attitude that one has over his or her job that shows the difference between incentives and rewards obtained during the completion of the tasks given to the

individuals by an organisation. Greenberg and Baron (2008) described the term “*job satisfaction*” as a positive or negative attitude that individuals do towards their work. Vecchio (1995) describes job satisfaction as the inbuilt feelings, thoughts and tendencies of one’s actions which are one’s attitudes towards work. Gibson and Klein (1970) stated that *job satisfaction* is the attitude that workers have about the job being done. Kreitner and Knicki (2004) also defined *job satisfaction* as an effective or emotional response to various aspects of a person’s job. According to these studies, a positive attitude increases employee job satisfaction. Rad and Yarmohammadian (2006) found a significant correlation between leadership behaviours and employee job satisfaction. Several indicators were used to measure and evaluate employee satisfaction, including wages and professional progress (Spector, 1997). Muller and McCloskey (1990) convincingly showed that job satisfaction has a high positive impact on company managers when viewed concerning employment. Fisher (2003) identified a link between job satisfaction and common sense. As a result, it becomes necessary to view work from the same perspective, which can only be achieved through high levels of coordination.

Several studies have found a positive link between job satisfaction and managerial coordination (Judge et al., 2017). Having happy employees demonstrates that the organisation’s operations are well-coordinated and that the employees are satisfied (Fisher, 2003). Employee productivity is essentially and equally proportional to the value of service that the employee delivers within the organisation (Spagnoli et al., 2012). The pursuit for the understanding of the link between coordination and job satisfaction is a continuing aspect that relates to many previous and continuing research. Quantitative assessment and evaluation of working conditions is still very relevant in academia and associated industry as it determines the productivity of the employees within those organisations (Spagnoli et al., 2012). Working conditions have consequences that go beyond the working environment making this aspect one of the most fragile aspects in relation to productivity of employees (Judge and Watanabe, 1993). Coordination can immensely improve the quality and level of employees’ job satisfaction (Schneider and Bowen 1985). The aspect of job satisfaction is closely linked to life satisfaction and related to employee satisfaction within the organisation (Jones, 2006). It is, therefore, reasonable to assume the following hypothesis.

H1: Perceived coordination has a positive and significant effect on employee job satisfaction.

4. Methodology

In this section of the study, authors will look into the processes of data collection and data collection techniques. Reliability and validity as well as measurements of the chosen methods of data collection is also discussed. A list of methodology fellows will appear under limitations.

4.1 Research Design and Method

Due to the use of a deductive approach to conduct the research, this study adopts a quantitative approach. Generally, a deductive approach involves testing theories using models to explain, such that a hypothesis is derived from a theory and then tested (Bryman and Bell, 2011). According to Saunders et al. (2019), quantitative research methods usually involve the use of questionnaires to collect data by asking people to answer the same set of questions. As part of a survey strategy, they are often used to collect descriptive and explanatory data about facts, demographics, attitudes, opinions, or behaviours. The collected data in this method is usually analysed quantitatively (Saunders et al., 2019). Therefore, this method was found to be applicable because the author of the study tries to prove or rather test hypotheses to answer the research question. The use of independent variables in the research helps in assessing the effects of these variables on the dependent variable that is measured.

Williams (2011) described research methodology as the steps researchers take in conducting studies. Williams (2011) emphasised that quantitative research quantifies and analyses variables in a bid to obtain results. This method relates to analysis of numerical data with the use of specific techniques to answer questions like (what, where, how, and who). Aliaga and Gunderson (2002) explained that quantitative methods in research vividly examines data in the form of analysis with the aid of mathematical concepts, particularly, statistics.

Quantitative research involves the collection of data that can be quantified and subjected to statistical analysis in order to support the information being relayed (Williams, 2011). The authors of this research will, therefore, use variables in obtaining the results and making the projections as per the results. The dependent variable in this research will be job satisfaction which will be affected by the independent variable perceived coordination.

Saunders et al. (2019) stated that quantitative research methods including the online survey and the filtering of the prominent and relevant questions to ask in quantitative research must conform to the tools that are set for the measurement of the research. The answers obtained

from the survey questionnaire are programmed and inputted into a database. In this research, the literature review formed the base of the questions asked to the respondents and the answers obtained aligned to the ideas within the literature review. The questions posed to the respondents were direct and never needed follow-ups. The intensity of the questions and the manner in which they were formed validated the strength of the research base because they were geared towards ensuring the intent of the research was fulfilled. To avoid measurement inconsistency and errors, survey questions and their scales were taken from previous studies.

4.2 Data Collection Procedure

Written questionnaires were used in the collection of the research data from the respondents included in the study. Surveys are most commonly conducted using some form of a questionnaire (Saunders et al., 2019). Questionnaires are basically defined as the text-based instrument used in research and that gives survey participants the opportunity to answer a series of questions and statements to respond to through indicating a response through the following processes: marking a page, writing a number, or checking a box on paper or online (Saunders et al., 2019). The essence of using questionnaires is that they are time saving and thus makes it easy for researchers to make their study within the shortest time possible. Making out the analysis from questionnaires is also easy as the data can be summed up and conclusive analytics of the study question obtained (Fife-Schaw, 2006).

According to Saunders et al. (2019), questionnaires are the best method of data collection for inexperienced researchers, like in the case of students doing dissertation projects. The essence of questionnaires to students and other beginner researchers is as follows: and management research authors use questionnaires to collect descriptive or explanatory data (Saunders et al., 2019). In addition, questionnaires are easy to construct, or at least they appear to be (Saunders et al., 2019). A number of existing questionnaires can be used or adapted for use by researchers, and these are often freely available. Most of them are portable or can be made available online. There are various ways in which they can be used to collect data from large datasets fairly easily, such as through direct contact, by mail, or online, in person and so forth. As opposed to spoken data, which must be recorded and transcribed before analysis, the data gathered in questionnaire form can be processed and analysed relatively quickly (Saunders et al., 2019). This is explanatory research. Therefore, it is appropriate for a questionnaire to be utilised.

The first step after selecting a questionnaire was to identify potential items for the questionnaire in order to create a large pool of possible items to test. Items were drawn from previous studies, from the literature, and from brainstorming sessions. The authors of this study borrowed items from Spector (1997). The questionnaire was first designed, pilot, tested and distributed to the respondents in the targeted companies to gather data. A sample of employees from two technological companies in Sweden forms the basis of respondents for this research. As it was difficult to reach employees by email due to the sensitive nature of business secrets, a printed questionnaire was used instead to collect the data from the respondents. Therefore, on-site data collection was carried out by leaving the printed questionnaires in the dining hall of both companies which turned out to be time consuming, thereby forcing the authors to go there in person to ask employees for help in answering the questionnaire.

According to Saunders et al. (2019), it is essentially important for the respondents to be aware of the confidentiality of their responses and that they will not be compromised in any way. For this reason, the email addresses and names of the respondents were not collected, and the full names of the companies were obscured by using the first letters of the names. The questionnaires were accompanied by a cover letter informing the participants the main purpose of the study as well as the time it takes to respond to the whole survey. The language of the questionnaires was English, and the respondents were made aware of this to avert an inconvenience that may occur during the filling of the questionnaires. Both males and females within the chosen industries were incorporated into the study with the intent being lined towards achieving a balanced gender proportion among the respondents.

The target population of this study is the employees of two Swedish companies located in Stockholm, Company K and Company S. An integral part of the research is the employees because they are easily accessible and can provide honest answers to the various questions the research raises. Authors of the paper thereby hypothesise that the level of coordination received by employees impacts employee job satisfaction. Therefore, employees will provide the much-needed data and thus help answer the research question.

Company K and S Company form the sampling groups with their employees included in the research. K has a total of 249 employees, whereas Company S has about 310. This means that at least 150 employees can be reached and the results to be obtained tenders viable and authentic. A total of 129 respondents completed the survey. Among the 129 respondents, 79 were from Company S and 50 were from Company K. Because this survey aimed to measure

coordination, all employees, regardless of age, position or seniority, were surveyed. Data analysis follows the trends in quantitative research methods and the collected data was coded and infused in the measuring scales for the quantitative research. SPSS is the key tool used in the application and interpretation of the data.

4.3 Measurement

There were three sections to the survey questionnaire: demographic section, the job satisfaction section and the perceived coordination section. There were seven items in total. The demographic items were on the first page of the survey questionnaire. The demographic details gathered about the respondents included their genders. The current company employer was then asked followed by five question items from the job satisfaction followed by one question that was used to measure the level of coordination. Each item in each employee job satisfaction section was rated on a Likert scale ranging from strongly agree (5) to strongly disagree (1). The items of the job satisfaction section were measured using the job satisfaction questionnaire (Spector, 1997). This measure comprised nine dimensions, namely overall job, pay, promotion, supervision, organisation's policies, organisation's customers, the support provided by organisations, and co-workers. Four out of nine items were deleted from this scale of the questionnaire based on their applicability into the research question with the total. The respondents were asked to select the most appropriate option. Cronbach's Alpha was the instrument used to analyse the data. The items included in this scale were, for example, the item for 'pay' was, "I feel I am being paid a fair amount for the work I do", and the item included in 'co-workers' was "I enjoy my coworkers". Therefore, the Cronbach's Alpha of this scale was 0.975. The higher the number averaged across facets, the higher the overall satisfaction.

Lastly, inspired by Biostein (1983), perceived coordination was measured using a one-item rating scale that asked employees to rate their perception of the level of coordination they received during the pandemic. The perceived coordination was rated on a scale ranging from 1 to 5 linear scale. 1 representing low-level coordination and 5 representing high-level coordination. The respondents were asked to select the most appropriate option (see Table 1).

Table 1: Survey Questionnaire

Variables	Measurement	Studies
<i>Demographic variables</i>		
Gender	<ul style="list-style-type: none"> · Male · Female · Do not want to specify 	(Szmigin and Carrigan, 2001)
Company	Give Answer	
Dependent variable		
<i>Job Satisfaction</i>		(Churchill et al., 1974) (Spector, 1997)
<p>Overall, I am very pleased with the way my manager supervises me</p> <p>I am more pleased with my co-workers than with almost anyone I have ever worked with before</p> <p>Overall job, I'm satisfied with my job?</p> <p>Overall, I am very satisfied with my pay</p> <p>Overall, I am very satisfied with my chance for promotion</p>	<p>5-point Likert scale:</p> <ol style="list-style-type: none"> 1. Strong Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree 	
Independent variable		
Perceived Coordination		(Biostein, 1983).
On a scale of 1 to 5 rate the level of coordination you get.	<p>5-Point Linear scale:</p> <ol style="list-style-type: none"> 1. Low level of coordination 2. 3. 4. 5. High-level of coordination 	

4.4 Reliability and Validity

According to Bryman and Bell (2011), the most important aspect of research is validity. The validity of the research is concerned with the truthfulness of the conclusions. According to Saunders et al. (2019), validity is the absence of errors in the methodology or the system. There are several methods for increasing the validity of a study, such as conducting interviews, combining both interviews and surveys, focus groups, and so on.

To ensure the study's validity, the authors of this study tested the questionnaire in a pilot study after performing a Cronbach's Alpha test. These validity checks include, first and foremost, the adoption and adaptation of various measures from previous studies that could provide acceptable reliability and validity to the questionnaire. Pilot testing of all questionnaires should be conducted before they are delivered to assess the validity and reliability of the questions. The goal of a pilot study was to ensure that the survey questions work properly, and it also helps to ensure that the research as a whole works properly (Saunders et al., 2019). Saunders et al. (2019) defined *reliability* as the likelihood that future authors will obtain the same results when investigating the same subject. Saunders et al. (2019), on the contrary, referred to *reliability* as a measure of whether research findings are repeatable. Because this study is merely based on employees from two companies, it can, hence, not be generalised because the findings of this study is not applicable to other studies under different conditions.

According to Saunders et al. (2019), the most important aspect of research is validity. The validity of the research is concerned with the truthfulness of the conclusions. Validity is the absence of errors in the methodology or the system (Saunders et al., 2019). To ensure the study's validity, the authors of this study tested the questionnaire in a pilot study after performing a Cronbach's Alpha test. Considering that this study uses scales, its reliability is key. Cronbach's Alpha coefficient is one of the most common indicators of scale internal consistency and the degree to which the scale's items are related to one another is referred to as the scale's internal consistency (Saunders et al., 2019).

In this study Cronbach's Alpha test was used to calculate the varieties of the constructs by a number between zero and one. This means that when the coefficient is close to zero, the variables are unrelated, whereas when the coefficient is close to one (1), the variables are perfectly correlated (Saunders et al., 2019). As a result, anything above 0.6 has acceptable reliability, but the higher the better. In the case of this paper, the Cronbach's Alpha test

results showed that job satisfaction to be 0.975 and perceived coordination to be 0.672 (see tables below), which therefore, means the reliability to be highly consistent and that the questionnaire can be applied in another setting, hence making the data not only reliable but also credible and authentic.

Table 2: Cr.Alpha for Job Satisfaction

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.975	.976	5

Table 2.1 Cr. Alpha for Perceived Coordination

<u>Reliability Statistics</u>	
<u>Cronbach's Alpha</u>	<u>N of Items</u>
<u>.672</u>	<u>1</u>

5. Results and Analysis

Standard simple regression, which is the most commonly used technique according to Pallant, (2001) is the basis of analysis for this paper (Pallant, 2001). Simple linear regression can be used to explore the relationship between one dependent variable and one independent variable as well as predict the outcome (Pallant, 2001). In essence, simple regression analysis is based on correlations. However, it allows for elaborate analysis of the interrelationships between variables (Pallant, 2001). As stated by Pallant (2001), it involves checking how the “independent variable is evaluated in terms of its predictive power, over and above that of the dependent variable”.

Table 3: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.944 ^a	.891	.890	.45349
a. Predictors: (Constant), Perceived Coordination				

The model was evaluated (see Table 3) using the model summary. In the table, R^2 equals 0.891, which indicates how much variance in the dependent variable is explained by the model (Pallant, 2001). This model, therefore, explains 0.891 of the variances in perceived coordination and accounts for 89.1% of job satisfaction. Pallant (2001) recommends using the adjusted R^2 , which estimates the true population value, for smaller samples. As a result, the adjusted R^2 value is 0.89 (89%), indicating that this study’s model explains 89% of the variance in job satisfaction.

The statistical significance of the result was estimated by using an analysis of variance (ANOVA) table to examine the regression analysis overall or to take a look at the predictors individually. In the case of an ANOVA table, the null hypothesis is tested, so multiple R will equal 0 (Pallant, 2001). For example, in this case the statistical significance (sig. 0.000) is $p < 0.0005$ (see Table below). An ANOVA of one independent factor, job satisfaction, was conducted. The overall regression model is also significant, $F(1,127) = 1038.004$, where

$p < 0.001$, $R^2 = 0.891$. Therefore, in the regression analysis, the ANOVA table (i.e., Table 4) shows that there is a significant relationship between job satisfaction and perceived coordination with a p-value of $p < 0.001$ which is significantly lower than the significance level of 0.01. This result, therefore, shows that the null hypothesis is rejected which states that there is no effect of job satisfaction on perceived coordination.

Table 4: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	213.466	1	213.466	1038.004	<.001 ^b
	Residual	26.118	127	.206		
	Total	239.583	128			

a. Dependent Variable: Job_satisfaction
b. Predictors: (Constant), Perceived Coordination

5.1 Correlation

According to Pallant (2001), the Multicollinearity test is used to verify assumptions to determine whether the variables are correlated. If there is a relationship between the independent and dependent variables, then it must be found in the correlation table (Table 4). If it is greater than 0.3, then it is desirable (Pallant, 2001). In this situation, the scores for perceived coordination with job satisfaction is 0.944 (see Table 5).

Table 5: Correlation

Correlations				
		Gender	Perceived Coordination	Job_satisfaction
Gender	Pearson Correlation	1	.701**	.790**
	Sig. (2-tailed)		<.001	<.001
	N	129	129	129
Perceived Coordination	Pearson Correlation	.701**	1	.944**
	Sig. (2-tailed)	<.001		<.001
	N	129	129	129
Job_satisfaction	Pearson Correlation	.790**	.944**	1
	Sig. (2-tailed)	<.001	<.001	
	N	129	129	129

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

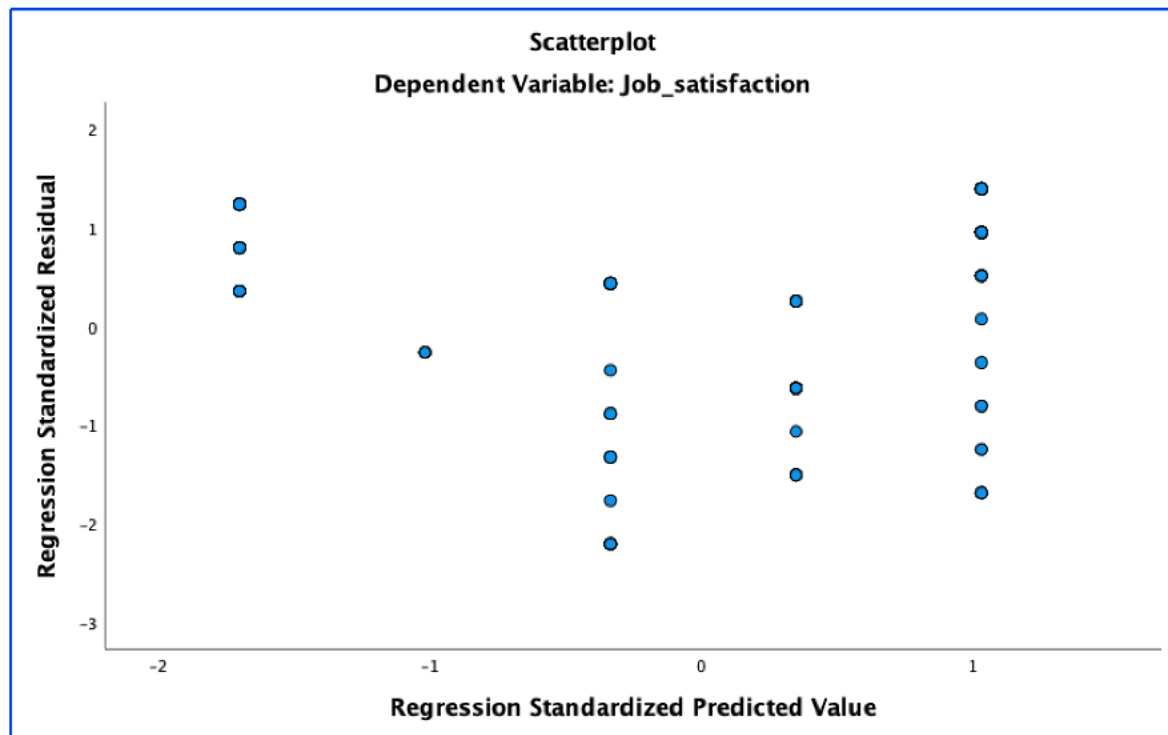
Using the step-by-step guide by Pallant (2001), Spearman's correlation coefficient was adopted to determine the direction and degree of the association between the constructs. Spearman's correlation coefficient assesses how well a link between two variables can be represented, or, in other words, it is used to summarise the strength and direction of a relationship between two variables. According to Pallant (2001), the Pearson correlation can be given in the range of -1 to +1. A perfect negative correlation is represented by a negative one (-1) and a perfect positive correlation is represented by a positive one (+1) (Pallant, 2001). As a result, the -1 to +1 shows that the value of one variable can be determined precisely by knowing the values of the other variable while a 0 indicates that there is no link between the variables (Pallant, 2001). As a result, a scatter plot demonstrates the significance between the constructs (see Table 6) which shows that there is a relationship between the variables.

The correlation coefficient between job satisfaction and perceived coordination is 0.944** (see Table 4). This means that there is a positive relationship between the two variables. Therefore, there is a very strong positive relationship between perceived coordination, job satisfaction, meaning that the results are statistically significant and valid.

When the p-value is less than 0.01, on the contrary, there is a strong significant correlation between the variables. The null hypothesis is rejected when the p-value is less than 0.01. All the two relationships yielded a p-value of $p < 0.001$ in this investigation (See Table 4) Because there was evidence at the 0.01 significance level in this research, and as the p-value

shows $p < 0.001$, it implies that there is very strong evidence against the null hypothesis. As a result, there is sufficient evidence to imply that the observed correlation exists in the variables. As a result, there is a strong positive link between job satisfaction and perceived coordination, indicating that the findings are statistically significant and reliable.

Table 6: Scatterplot



5.2 Coefficients

Gender was included as a control variable to the model to see if it has a relationship with a dependent variable. The results (see Table 7) shows that gender is a variable that has relation to job satisfaction as it as a score of $P < 0.001$.

Each of the independent variables was evaluated in order to predict the contribution of each variable to the dependent variable (Pallant, 2001). Because the variables are being compared, the standardised coefficients are used in the coefficients table (see Table 7), under the name Beta under standardised coefficients (Pallant, 2001). Standardised, according to Pallant (2001), means that the values for each of the variables have been transformed to a common scale that can be compared. Perceived coordination in this case has the highest score Beta-0.767, which means it has the highest unique contribution to explaining the dependent variable.

A variable's statistically significant unique contribution to the prediction of another variable is determined by its significant value (see Table 7). Perceived coordination has a p-value of $P < 0.001$. Therefore, when the significance value is less than 0.05 ($p < 0.05$), the values make a significant unique contribution to the prediction, which in this case makes perceived coordination to have significant contribution because it has a sig. value of less than 0.005 ($p < 0.01$) (see Table 7). Therefore, H1 is the following: *Perceived coordination has a positive and significant effect on employee job satisfaction* can be explained that the relationship between the independent variable perceived coordination and the dependent variable job satisfaction was significant at $p < 0.05$ (0.001) with a (Beta) B-value of 0.717. This means that if perceived coordination increases by 1 unit, job satisfaction will increase with 0.717 units. Hence, the hypothesis is accepted.

Table 7: Correlation coefficient for job satisfaction and control variable

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.416	.101		-4.123	<.001
	Perceived Coordination	.717	.032	.767	22.182	<.001
	Gender	.687	.094	.253	7.305	<.001

a. Dependent Variable: Job_satisfaction

6. Findings

The study's primary purpose was to determine how perceived coordination affects employees' job satisfaction during the COVID-19 pandemic in Swedish IT companies. The research question was answered by testing the research framework used in this study by statistical analysis. Tables result in a display showing the strong relationship between perceived coordination and job satisfaction.

The study's findings explain that perceived coordination and employees' job satisfaction has a strong positive relationship with each other; these results are consistent with work (Gittell et al., 2008; Havens, 2018; Wang et al., 2021). The current study contributes significantly to the literature on job satisfaction and perceived coordination. The authors of this paper also find that perceived coordination had a high and significant effect on the employee's job satisfaction. Perceived coordination and job satisfaction during crisis time, such as the COVID-19 pandemic, remained a grey area for research and were never vividly studied before. Previous research only researched job satisfaction and coordination in ordinary times together with other variables. To the knowledge of the authors this is the first paper that studies the relationship of coordination with job satisfaction during crisis times. There is no such relationship explored in past studies. Based on the above-mentioned relationship, this study was conducted in a Swedish context by studying two Swedish IT companies. This is a new contribution to the literature of coordination theory and employees' satisfaction. In this study we make some practical contributions to IT companies in addition to its theoretical contribution. The results suggest that they should consider the effects of coordination on employees, especially the level of employee satisfaction within their companies. Also, this research explains the main areas that they should observe closely when it comes to pay rate increases and evaluation of their promotion schemes in order to gain better employee job satisfaction. their employees' efficiency in the IT sector. Members of management should also increase the level of coordination they have with their employees. They should also work with employees' satisfaction on a priority basis. Further administration should focus on coordination in all departments in general, on a priority basis because this factor can have an impact on the employee's job satisfaction. Furthermore, based on perceived coordination level the job satisfaction of employees of the IT sector can be enhanced. The findings imply that employees' job satisfaction thinks that coordination is important for the best job satisfaction of their departments.

Numerous studies as captured in the literature review indicate that working conditions and wage amount were the predominant factors for the dissatisfaction of employees (Bodur, 2002; Seo et al., 2004). The finding from this study indicated that “there was a significant association between employees’ job satisfaction and their received salary, nature of the job and work conditions”. This finding is consistent with other research done before this study and thus relates to the findings of those other researches.

The literature review directs that managerial coordination is one of the most prolific functions within an organisation that facilitates some improvement or achievement of results in the organisation. Coordination is termed the most significant aspect when it comes to factors and functions affecting employees in their workplaces.

The level and type of coordination as per the literature review affects the job satisfaction for employees in the technological companies. Coordination from the correlation obtained in the two variables finds that it affects the job satisfaction of employees in the technological companies. The attained hypothesis supported by the coefficients and constants coupled with the p-values of the variables demonstrate that there is a significant dependency of job satisfaction on managerial coordination and thus the hypothesis “*Perceived coordination has a positive and significant effect on employee job satisfaction*” is maintained and in an over an average amount, suited for the research.

Normally, there will be a dependency between managerial coordination and employee’s job satisfaction in any company in that when the coordination is positive, there is a likeliness for the job satisfaction to be highly positive creating positive and highly correlated variables between perceived managerial coordination and job satisfaction. This means that in the case of the research, there was effective and efficient managerial coordination in the IT companies and thus the witnessed results of the high correlation. In any given industry, when the coordination is good, there is assurance of unity of the processes within the company. This is to say that all functions of the company work as one and towards a single goal. The two companies, company K and S registered a high correlation between their perceived managerial coordination and employee job satisfaction. The unity between the two variables correlated well and highly meaning that they are compatible and go hand in hand with each other. Moreover, coordination in the companies affected the job satisfaction employees within the companies experienced.

Perceived coordination from the findings dictates that it commands efforts and thus the job satisfaction attained by the employees within organisations. The high levels of coordination

influenced the high results in job satisfaction given the wage, working environment and the ease of working within the technological companies selected for the research.

In any given company, it is ethical and considerably obvious that job satisfaction influences many actions including the performance of the employees and thus the general output and effort towards the output. Managerial coordination being effective helps in the attainment of the maximum output as a result of the employees being satisfied by their jobs. Thus shows a linkage between perceived managerial coordination and job satisfaction which were variables in this research. In this research, the findings dictate the correlation between the variables to be highly positive of 0.944 indicating the strength that the two variables hold in regard to the research. The 0.944 also shows that the two variables, coordination and job satisfaction, are highly twisted together with job satisfaction almost wholly being dependent on the independent managerial coordination. High correlation dictates that one of the variables “dependent” is wholly or almost dependent on the independent variable as in the case of job satisfaction in company K and company S in this research.

7. Conclusion

This study was undertaken because of the researchers’ interest in determining the impacts of the level of perceived managerial coordination on employee’s job satisfaction. It was based on the employees’ perceptions of the level of coordination they received during the COVID-19 pandemic. In this study, employees’ job satisfaction is significantly correlated with perceived coordination level. The employee job satisfaction construct shows very strong reliability of 0.975 alpha scores. Additionally, most of the respondents in this study are satisfied with how their managers treat them. Nevertheless, only 25% (table appendix) of the employees are satisfied with their salaries. They are also dissatisfied with their promotion opportunities. Despite salary dissatisfaction most of the employees have demonstrated high levels of commitment to their jobs. In contrast, only a handful of employees are slow at their work, which does not have any significant effect on the overall productivity of the companies.

Furthermore, this study provides insight into the effects of perceived coordination on employees’ job satisfaction and. According to the findings, employees were mostly satisfied with their jobs. Most dissatisfaction with job satisfaction is found in the areas of salary and

promotions. These areas of dissatisfaction are indicators of a change in the working conditions.

7.1 Further Research

In times of crises like the COVID-19 pandemic, it is essential to conduct more research, especially on the distress levels and natures of job satisfaction that affect employee productivity that keeps economies going when uncertainty overshadows everything else. The insight provided within this research indicates that there must be continuous studies on the topic given that there is always a new phenomenon to deal with in business operations. It is expected that the future will bring additional problems that will need to be solved, and the way to do so is to continuously conduct studies. Coordination is essential in all organisations and affects the way people conduct themselves thus there is a need to make more studies in pursuit for understanding of the effects of coordination on job satisfaction and employee performance within companies.

7.2 Limitations

According to Saunders et al. (2019), there are limitations in every research, it is therefore beyond the authors capacity to come up with research without limitations. One major limitation of this research is the need for a larger sample of respondents to adequately answer the research question. Due to the limited amount of research, it was not possible to carry out a larger study. The collected data is only representative of the Swedish context with Swedish respondents. The fact that the questionnaires were written in English also raises a question of language issue where respondents might fathom or comprehend a certain question differently, but the authors of this study tried their best to simplify the questions to make them as easy as possible.

As per Bryman and Bell (2011), one criticism of quantitative research is that the emphasis on instruments and processes undermines the connection between study and everyday life. The majority of quantitative research, including this study, relies heavily on self-completed questionnaires. For respondents to respond to questions about a subject, they must have a basic understanding of it. The questionnaire of this research was devised to make it easier for the respondents to determine early on whether or not they were familiar with the subject matter. As a result, those who did not recognize the subject matter might discontinue due to lack of prior knowledge.

8. References

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9. Appendix

Frequency Tables:

Table 1: Overall, I am very satisfied with the way my manager supervises me.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	15	11.6	11.6	11.6
	Disagree	25	19.4	19.4	31.0
	Neutral	5	3.9	3.9	34.9
	Agree	53	41.1	41.1	76.0
	Strongly Agree	31	24.0	24.0	100.0
	Total	129	100.0	100.0	

Table2: I am more satisfied with my co-workers than with almost anyone I have ever worked with before

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	25	19.4	19.4	19.4
	Disagree	19	14.7	14.7	34.1
	Neutral	11	8.5	8.5	42.6

Agree	42	32.6	32.6	75.2
Strongly Agree	32	24.8	24.8	100.0
Total	129	100.0	100.0	

Table3: Overall job, I'm satisfied with my job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	20	15.5	15.5	15.5
	Disagree	22	17.1	17.1	32.6
	Neutral	12	9.3	9.3	41.9
	Agree	38	29.5	29.5	71.3
	Strongly Agree	37	28.7	28.7	100.0
	Total	129	100.0	100.0	

Table4: Overall, I am very satisfied with my pay

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Strongly Disagree	39	30.2	30.2	30.2
	Disagree	55	42.6	42.6	72.9
	Neutral	2	1.6	1.6	74.4
	Agree	23	17.8	17.8	92.2
	Strongly Agree	10	7.8	7.8	100.0
	Total	129	100.0	100.0	

Table5: Overall, I am very satisfied with my chances for promotion.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	45	34.9	34.9	34.9
	Disagree	27	20.9	20.9	55.8
	Agree	33	25.6	25.6	81.4
	Strongly Agree	24	18.6	18.6	100.0
	Total	129	100.0	100.0	