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**ASSESSMENT OF ORGANIZATIONAL CLIMATE AND
EMPLOYEES' JOB SATISFACTION IN PROJECT MANAGEMENT
CONTEXT: THE CASE OF USAID JOINT EMERGENCY OPERATION
PROJECT (JEOP) IN ADDIS ABABA**

**A Project Work Submitted in Partial Fulfillment of the Requirements of
the Award of a Master of Art Degree in Project Management**

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ADDIS ABABA UNIVERSITY
COLLEGE OF BUSSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Approval Page

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Statement of Declaration

I, the undersigned, hereby declare that the project research entitled: **“Assessment of Organizational Climate And Employees’ Job Satisfaction In Project Management Context: The Case Of USAID Joint Emergency Operation Project (Jeop) In Addis Ababa”** has been carried out by me under the guidance and supervision of Dr. Adane Atara.

I also declare that all materials and sources used for this project research have been duly acknowledged. The work had not been submitted to any educational institutions for the requirement of any award.

Medhanit Walelign

Date

Statement of Certification

This is to certify that Medhanit Walelign has carried out this research project work on the topic entitled **“Assessment of Organizational Climate And Employees’ Job Satisfaction In Project Management Context: The Case Of USAID Joint Emergency Operation Project (Jeop) In Addis Ababa”** under my supervision.

This work is original in nature and it is sufficient for submission for the partial fulfillment for the requirements of the award of Master of Art in Project Management.

Adane Atara (PhD)

Advisor

Signature

Date

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Acronyms

AAU	Addis Ababa University
ARR	Annual Result Report
ANOVA	Analysis of Variance
CSA	Central Statistics Agency
JEOP	Joint Emergency Operation
SPSS	Statistical Package for Social Science
USAID	United States Agency for international Development
WHO	World Health Organization

Abstract

Research on the organizational climate is an old realm of studies which goes back as far as the 1930s and it was commenced by the work of Hawthorne who made the subsequent researchers to focus on the psychological aspects of the organization than the physical one. This study also traced this historical development and focused on the relationship between organizational climate and employees' job satisfaction. For this study, the experiences of the selected branch of the USAID Joint Emergency Operation (JEOP) in Addis Ababa was used. Since the USAID is a renowned international organization with its big project of JEOP, assessing the organizational climate of the project employees' job satisfaction was particularly of interest area of enquiry.

To substantially accomplish the study, concurrent mixed method research approach with a cross sectional time frame was employed. Using this study approach, the research tried to address the descriptive and explanatory function of the mixed method research. The research also employed both the quantitative and qualitative types of data and they were analyzed in an integrated manner. Census was used to collect information from all units in the population or a 'complete enumeration' of the population. So, 124 employees were made ready for questionnaires.

Findings show that dimensions of the organization had a great effect on the job satisfaction level of the employees. This relationship was shown by using the Pearson linear regression and chi-square analysis. Furthermore, chi-square expound that there is a different job satisfaction and perception of the organization among the employees based on their gender, educational level, job level and tenure. Therefore, the organization should respond to the factors affecting the job satisfaction among the employees by providing a training and development and salary package, among others.

Key Words: organizational climate, job satisfaction, and joint emergency operation project

CHAPTER ONE

INTRODUCTION

This chapter consists of the background of the study, background of the joint emergency project problem statement, basic research questions, research objectives, definition of terms, and scop and limitation of the study.

1.1. Background of the Study

Studying the relationship between the organizational climate and other organizational contexts has been common in the organizational behavior research. According to Schanke (1983), issues such as satisfying the employees, enhancing their performance, acquiring adequate leadership traits, and enhancing the organizational communication often considered as input for improving the organizational climate. These concepts came to forefront because of the work of Hawthorne in which he reiterates the importance of focusing on the psychological and soft dimensions of the organization other than sticking hard sciences (Hassard, 2012). This development initiated the concept of organizational climate to emerge. Lewin (1939) was the first researcher to study on the area of organizational climate and particularly he is known for his work on the originator of group dynamics and to suggest the concept of organizational climate.

According to Litwin and Stringer (1968), organizational climate is a collection of measurable characteristics that can influence the job environment either positively or negatively which can result in either motivation or neglect among the employees. The Perceptual dimension of the employees towards their organization and the resulting feeling caused by, for instance, the salary and reward level build the landmark in influencing the organizational climate(ibid). Gerber and Coetzee (2003) also state the member's aggregate feelings and perception of their organization also forms the organizational climate.

Prior studies on job satisfaction concerned about the job itself to create the favorable working climate (Afolabi, 2005). The rationale forwarded for this argument is that if the work environment is plausible and desirable, job satisfaction among the employees will eminently emerge (ibid). Despite this theory, however, organizations are often challenged by various factors including the unclear roles and responsibilities, inadequate policies of organizations, lack of workplace opportunities, lack of recognition for the achievements, and inadequate

interaction among the employees (Mildred, 2008). Moreover, there is a general agreement that addressing the organizational climate problems are important resource in encouraging the employees to deliver a quality service. Numerous factors cause the failure of organizations to provide adequate, continuous, and high-quality service (Manning, 2007 as cited in Mei Goh, 2013).

Recently, organizations are adopting innovative practices of establishing human resource management units to take care of and energize their human resources towards better performance in attaining the organizational goals and bringing about developments (Aardahal et al, 2016). For this purpose, to take place, these organizations require to keep their employees satisfied and happy in their workplace. It is also the widely believed notion that to take off, any organization should be capacitated to fascinate, retain, and sustain competent and satisfied staffs (Armstrong, 2003). Hence, it is argued that organizational climate must be considered among the top decision makers while designing and implementing the goals and strategies for their respective organizations (ibid).

In Ethiopia, mobility among the employees is common in search of better job satisfaction (Yesu, 2018). This is because there is generally a less conducive organizational climate and that highly impedes the productivity of different organizations. Resignation of qualified project staffs and having unsatisfied project staffs due to unfavorable organizational climate will also have its own impact on the success of the project. One of such organizations is the United States Agency for International Development (USAID) Joint Emergency Operation project (JEOP), which records a high turnover rate each year. Hence, this study intends to view this organizational climate which is poorly perceived by the employees in USAID Joint Emergency Operation (JEOP).

This research is related to organizational behavior and job satisfaction. Both of these topics are vital for one of the project management courses which is organizational behavior. Organizational behavior explains the impact that individuals, groups, and structure have on behaviors within an organization. It uses that knowledge to make organizations work more effectively. Especially organizational behavior focuses on how to enhance the organizational productivity. The organizations' climate also implies the biggest environment and the way of leading a given organization, composition of the employees, and the nature of work they are entitled to. For USAID as an organization and for JEOP as a big project and

JEOP employees are working on a big project, the study under consideration was a great interest area.

1.2 Joint Emergency Operations Project Profile

The joint emergency operations project (JEOP) is an emergency food distribution project targeting transitory or acute food insecure households through a beneficiary targeting process led by the Government of Ethiopia's (GoE) previously called Disaster Risk Management & Food Security Sector (DRMFSS) and later changed to National Disaster Risk Management Commission (NDRMC). The JEOP consortium is led by USAID and includes consortium partners Catholic Relief Services, CARE, Food for the Hungry, Relief Society of Tigray, Save the Children International, World Vision and organization for Relief and Development in Amhara. USAID, in addition to consortium lead, works thorough its local implementing partners Hararghe Catholic Secretariat and Meki Catholic Secretariat (MCS). The JEOP Cooperating Agreement # AID-FFP-A-12-00009 has been in effect from August 1, 2012 and has been extended through various modifications, to September 30, 2025, and on average, the JEOP serves as a food pipeline for up to 33% of the emergency-affected parts of Ethiopia (ARR, 2012-2020).

The goal of the JEOP is to improve the lives and livelihoods of rural Ethiopians. The project targets acute/transitory food insecure beneficiaries in 63 food insecure woredas; which have now come up to 86 woredas following the geographical division of Amhara, SNNPR, Oromia, Dire Dawa Administration and Tigray Regions including additional woredas approved for the Gedo-West Guji internal displaced people response. It follows the beneficiary selection criteria set by the GoE National Targeting Guideline and as approved in the project operational plan and provides emergency food assistance to the registered beneficiary families to reduce the potential negative impacts of the recurrent drought. Additionally, the project also supported the Development Food Assistance Project (DFAP/Productive Safety Net Project (PSNP) beneficiaries for the Transformation to Food Security (T2FS) project (ARR, 2012-2020). JEOP's scope includes Early Warning System (EWS) data collection/analysis, training, and community based EWS activities; a feedback response mechanism (JEOP Accountability Mechanism/JAM); and trainings on protection mainstreaming, prevention of sexual exploitation and abuse (PSEA) (ARR, 2012-2020).

JEOP is conducting commodity dispatch and distribution to eligible beneficiaries throughout the 86 woredas following the magnificent protocols and procedures like starting distribution early there by reducing the waiting time, prioritize special groups such as pregnant women and lactating mothers and through an individual scooping system ensuring utmost dignity and respect. In all distribution rounds, the community help desk, members are present to support and address any issues or concerns raised by the project beneficiaries. JEOP distributed essential emergency food rations in the form of bulk wheat, yellow split pea, and vegetable oil. Since 2019, JEOP has also rolled out flexible resource (cash) transfers as an additional food assistance modality, and cash top-ups for transportation to support costs for incurred by project participant living far from final distribution points (ARR, 2012-2020).

The number of beneficiaries in the project evolved based on the extended period of drought and its intensity. The periods of dryness coupled with other climatic factors such as extreme rainfall and wind events resulted in frequent increases in beneficiary numbers over the years. The project has addressed 658,382 beneficiaries, the lowest figure in FY 2012 to the highest figure in FY 2016 to 2,148,510 beneficiaries and is planning to reach 2,500,000 beneficiaries in FY 2021 (ARR, 2012-2020).

JEOP head office is in Addis Ababa but has 7 branch offices in Tigray, Amhara, Oromia, Southern Nations, Nationalities, and Peoples, Dire Dawa Administration, Gambela and Somalia regions. A total of 872 employees are working as a JEOP project staffs all over these branches at different job positions. But this study focuses on the head office employees which found in Addis Ababa since it is the head office and responsible to make significant project related decisions. All the other branches work based on the guidelines cascade from the Addis Ababa's office. Joint emergency operation project has distributed 1655302.52 Metric tone commodity and reached out more than 13 million beneficiaries.

1.3 Statement of the Problem

Research related to the organizational behavior related concern much about the job satisfaction among employees. They indeed noted that there has always been a relationship between organizational climate and the different organizational variables including the job satisfactions, employee's turn over, and the organizational performance (Pope and Stremmel, 1999). These studies are particularly important in the environment where people are incessantly moving from one organization to another particularly due to

the failure of the organizations to attract and motivate the employees or any other reason (DiPrete, 1990). It is also important to know that no matter how the organizations appear, people stay in each organization for a long time and that may not imply that they are happy about their organizations (Tapefield, 1975). These all make it plausible to understand an organizational climate and given that the well-equipped personnel are important in each organization assuring that they are interested about their organization is important (Carnahan, Agarwal, and Campbell 2012).

Frokhi (2003) indicated that the organizational climate can be a basic reason for variances among the employees in their job satisfaction. Petterson (2004) also stated that organizations that have managed better their working climate are in fact productive. Managers and high rank individuals' positive attitude towards the organizational environment would also enhance the productivity of the given organization when it is compared to non-managers implying manager's position towards the working climate also determines the success of that organization (Anitha, 2014; Pawirosumar to et al., 2017). The organizational environment, hence, can lead to either positive or negative outcome results.

The positive organizational environment such as a favorable work environment, good style of leadership and managerial style, monitoring, high rate of reimbursement and salary, education and training packages are all characters that make a job more attractive and insist the workers to be more motivated and give out all it takes for the betterment of an organization (Patterson, 2004; Sara et al, 2004). Conducive work environment causes motivations, develops a good individual growth which all together lead to the satisfaction (Bartol and Martin, 1998). Whereas the negative work organizational environment discourages the employees and make their job even boring and they loath their profession, find it unchallenging, and finally may lose the reason for working in such type of organizations (Herzberg 1968). This can be resulted in a higher employee turnover, reluctance and absenteeism, and the related consequences (Bakotic & Babic, 2013).

Major factors that can lead to these negative working environments, among others, include low salary rate, low or absent education and skill development platforms, less follow procedures and high load of workers (Abuhashesh, Aldmour, Masa'deh, 2019; Petterson & Armets, 1998). These factors could also lead to high turnover among the employees and low productivity of the organizations (Griffeth et al., 2000; Hill et al., 2001). This all factors also indicate that employees incline to assume, accept, and internalize their working environment

in which they work, and the perception of these working environment can influence their attitudes and behaviors (Verdi, 2001).

In response to the negative perception people have towards their organizations and its working environment, it is important to identify elements in the organizations that can cause low satisfaction. In addition, responding to these factors appropriately can incessantly retain productive, skilled, competent, and satisfied employees. Therefore, developing a relevant organizational environment is crucial to retain well equipped employees to better fit the intense and competitive world (Sara et al, 2004).

Hence, it is of optimal need for every organization to create and sustain a preferable positive working climate to keep very important employees on the scene though it is still another difficult task to identify which form of organizational climate employees love to have since the perceptions and alternatives vary on the timely basis in different circumstances. Such characteristics require the existing organizations to adopt the dynamism to the changing climate and follow up and identify employees' needs and preferences in that regard.

Although findings from different studies related to organizational climate and job satisfaction vary, most of them illustrate the fact that these two aspects dearly have a strong relationship. Still, the relationship between the organizational climate and job satisfaction among the employees is not conclusive and common ground for both aspects could not be reached. Secondary sources have been the most used approach of research in most of the studies conducted related to the organizational climate and job satisfaction. This led most of them to self-report biases in their conclusions. Above mentioned studies also did not deeply assess the organizational climate problems among the general population in their reporting. Perhaps, there are other factors despite the organizational climate that can influence the job satisfaction rate among the employees. Lack of the screening tools both at the organizational level and job satisfaction arena contributed and will likely contribute not to have a general understanding of the relationship between the organizational climate and job satisfaction based on the past studies. Moreover, almost all these studies we have were conducted before 2004 GC and they are based on the various experience of organizations in western world which impede us from generalizing and contextualizing to the Ethiopian context in general, and to the organization under study's context. Therefore, the research has clearly understood this, and it assessed the organizational climates and employees' job satisfaction in USAID Joint Emergency Operation (JEOP) context. Based on the personal observation of

the researcher USAID in general and in particular JEOP seems attractive for many people outside the organization specially in relation to its salary and benefit packages. In contrary, to the highest salary rate of USAID which is calculated based on foreign currency exchange rate and the attractive peridium and accommodation for employees whose task demand many travels like the joint emergency operation project staffs, the employees do not seem satisfied by their job. The creation of favorable organizational climate and retaining satisfied staffs will contribute to project success in many ways. As a project management student, the aspiration to work in successful projects initiates the researcher to fill the gaps by assessing the relationship of organizational climate and job satisfaction in USAID joint emergency operations project.

1.4 Basic Research Questions

1. Is there any significant relationship about the climate of organization and their level of job satisfaction based on employees' gender, tenure, job level and education level in project management context?
2. Which organizational climate dimensions are poorly perceived by the employees of USAID Joint Emergency Operation (JEOP)?
3. Are the joint emergency project employees satisfied by their job?
4. Is there any relation between the organizational climate and employees' job satisfaction in USAID Joint Emergency Operation (JEOP)?

1.5 Objectives of the Study

1.5.1 General Objective

The general objective of this research is to examine the relationship between organizational climate and job satisfaction in the case of USAID Joint Emergency Operation (JEOP) in Addis Ababa.

1.5.2 Specific Objectives

Specifically, the study aims:

1. To see if the perception of organizational climate and employees' job satisfaction vary by gender, job level, education level and tenure.
2. To find out the organizational climate dimensions which are poorly perceived by the employees of USAID Joint Emergency Operation Project (JEOP).
3. To see if the employees of USAID Joint Emergency Operation Project (JEOP) are satisfied by their job.
4. To assess the relationship of organizational climate and job satisfaction in USAID joint emergency operations and draw project management implications.

1.6 Definition of Terms

Organizational Climate: Characteristics of the work environment that can directly or indirectly influence employees' attitudes and motivation.

Employee: In this study context, an employee is a person who works for the USAID Joint Emergency Operation (JEOP) for wages or a salary.

Job Satisfaction: refers to the attitude or feeling that one has about his or her job can be either high or low while the former resulting in satisfaction while the later causes the discomfort.

1.7 Significance of the Study

The study has a great role to play to assess the general organizational climates of the USAID Joint Emergency Operation (JEOP) and help to identify the perceptions which are poorly perceived by its employees. The study will point out the areas of intervention to create better organizational climate and staffs who are satisfied by their job. The finding of the study may also help USAID as an organization to know the poorly perceived organizational climate dimensions and work on the way forward. JEOP will also use the findings to increase project staff's satisfaction and this will in turn will contribute to increase the chance of project

success. Furthermore, the study will add information to the existing knowledge and literature of the organizational behavior and job satisfaction.

1.8 Scope of the Study

The study has focused to analyze the assessment of organizational climate and employees' job satisfaction with the specific reference to the USAID Joint Emergency Operation (JEOP) in Addis Ababa on the identified issues set by research objectives and questions.

1.9 Limitations of the Study

The job nature of JEOP project staffs demands different domestic and international travels. Furthermore, because of the Covid 19 restriction the organization was closed for more than three months. This makes difficult to get the JEOP staffs on time of data collection easily and finalize the research on time.

1.10 Organization of the Research Report

The research report has about five chapters. The first chapter illustrates the background of the study, states the problem, identify the research questions, direct objectives, rationale the significance of the study, delimits the scope of the study. Chapter two presents and analyses the related literature in a systematic and logical way and highlights different debates, current discussions, and lastly points out any inconsistencies in this literature. Chapter three discusses the research design and methodology. The fourth chapter encompasses the analysis and discussion section. Here, findings from both types of data were presented, interpreted, and discussed in light with the available literature. The final chapter, Chapter five, summarizes and concludes the main findings of the study, and recommends areas of interventions.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

2.1. Introduction

This chapter explains the already established knowledge and ideas on organizational climate and at times discusses the findings related to the general and on specific objectives of the study.

2.2. Organizational Climate

Before proceeding in delve to specific areas of the research, it is utmost necessary to define and conceptualize the topic itself. In Organizational climate literature, James & Jones (2004) are the pioneer scholars and widely known for conceptualizing organizational climate. Organizational climate is a set of characteristics that explain an organization in a way that is uniquely distinct from others which also has to incessantly influence the employees and the general people surrounding it (James & Jones, 2004). Gerber and Coetzee (2003) also state the organizational climate is collective perceptions and feelings members have towards a given organization. Organizational climate is also thought to uphold members' individual attitudes and perception regardless of the appropriateness of the ability of these feelings to expound the true color of a given organization (ibid). Gerber (2003) states organizational climate consists of perspectives, feelings and attitudes members possess about the core entities of their organization which can be either positive or negative which also can influence their behaviors.

Hellriegel and Slocum's (1984) definition of organizational climate is also notable as it is considered as a representative of the combination of concepts shared among authors. Hellriegel and Slocum (1984) state that perceptions emanating from the interaction among the employees builds the organizational climate in each organization. Xaba (1996) also defines the organizational climate as an advert attitudes towards an organization and its leadership styles such as autocratic, democratic, and laissez-faire. Kaczka and Kirk (1978) also described organizational climate as cumulative addition of assumptions share between employees directed towards an organization and or its unit of elements.

Particularly this study allots the definition of organizational climate as a common attitude, perceptive and assumptions that members came to develop as a result of their interaction which in turn is capable enough to influence each of them either in positive or in negative way.

Understanding the employee's perceptions of the work environment and how these perceptions been depicted in organizations are emphasized among the researchers basically because these aspects may influence individual's work and his/ her productivity. Scholars in the early days commented that the social interaction created at the workplace can result in employee's large and lasting perceptions of their work and it can influence whether they are satisfied with of their jobs and carry out tasks to their level best so that it can improve the organizations' productivity (Katz & Kahn, 2004). Schneider (2008) also state that the working climate- work environment and employees' perceptions of the formal and informal practices can influence the organizations' productivity

Hence, the organizational climate can have either positive or negative effects on employees. For instance, a climate which does not foster the intercommunication both horizontal and vertical would lead to loss of confidence in expressing opinions and meaning of doing so (Taylerson, 2012). Whereas, when there is communication among employees, productivity will increase (Quilan, 2001) and it removes confusion and frees up wasted time (Fleming & Larder, 1999)

Commonly, measurement of organizational climate is also apparent among the researchers. For instance, Friedlander and Margulies (1968) examined different effect of elements in organizational climate on the level of individual job satisfaction. Clearly, many also came to conclude that organizational climate has a huge impact on the satisfaction related to job and moderate impact on the development in the organization, and less impact on self-realization(ibid).

The other important point worthy of describing is the distinction between organizational culture and organizational climate. While the organizational climate explains the feeling, members have regarding the way in which they interact with customers or other outsiders (Luthans, 1998; Ivancevitch et al, 2008), the organizational culture is a classical means of taking actions as it is commonly shared among members of an organization which has to be acquired by all (Furnham & Gunter (1993). The organizational climate is about the interaction

among employees and with their organization (Ivancevitch et al (2008). The organizational culture: however, is idea and norms that can be learned, shared and transmitted and it manifests the organization 's norms and values (Furnham & Gunter (1993). Through teaching, managers create a single set of understanding among the employees (Schein, 1984).

2.2.1 Organizational Climate: Dimension

It is believed that variables of organizational dimension is always on the process of change and they are dynamic. In addition, since it has multiple formats, it has been difficult to identify and determine the key aspects that are crucial to all of the above stated environments ((Davidson, 2000).

This triggered researchers to make use of various and complex dimensions to count on the organizational climate. For instance, more than 80 dimensions are listed by (Koys & DeCotiis, 1991) while Litwin and Stringer (1968) used only 9 of them. Tustin (1993) used the interpersonal communication, warmth and support, risk and challenge while measuring the organizational climate dimensions. This study, used the organizational dimensions used in the study of Wiley and Brooks (2000) this study also utilized the dimensions of Tustin (1993), and hence, include Training and Development, Communication, Performance Management, salary package, Teamwork, and Leadership.

2.2.2 Rationale for Studying Organizational Climate

Organizations that are of high performing have climates with quantifiable traits (Watkin& Hubbard, 2003). Studies also echo that organizational climate can make a difference which can be as high as 30 per cent in key business accomplishment measures. Similar research by Wiley and Brooks (2010) backs this statement as they assessed how the work environment was described by the employees and the achievement level of such work conditions. Moreover, Wiley and Brooks also state that employees are motivated in in an environment where the leadership of the organization and the quality of the organization itself is best(Wiley & Brooks, 2000).

Generally, it can be agreed that an organizational climate influences and makes differences on the organization's performance since it implicates how motivating the work environment can be for employees. A motivated employee can do better for the organization in comparison others (Bartol & Martin, 1998). However, the organizational productivity at large can also

depend on the optimism which governs optional effort among the workers i.e the employees should feel secure for this to happen (Culkin, cited in Gray, 2007). Therefore, we can conclude that organizational climate is an essential variable in the success of organizations.

2.2.3 Measuring Organizational Climate

To the managers to practice and implement organizational goals, proving away for measuring organizational climate is crucial for managers. Several tools are developed to measure organizational climate and they are divided into subjective and objective measurement tools (Brewer 2004; Gould-Williams 2004).

The difference between the listed measuring tools is that various perception held about the organization cannot influence the outcome when the objective method is used (Brewer 2004; Hellriegel & Slocum, 1984). Researchers who opted for the objective side of measurement, investigate the properties of organization such as the size, levels and decision-making authorities, rules, and policies. Of course, the objective method can point out the exact meaning of the measure, but it often fails to make a genuine interpretation, to take the organizational properties and its functioning into account, and it might affect the organizational members indirectly (Hellriegel & Slocum,1984). Whereas, the subjective method of measuring the organizational tool argues that the perceptions of organizational members matters and it should be measured since the members can describe and explain what they experience in their organizations (Andrews et al,2006).

2.2.4 Importance of Organizational Climate

It is argued that organizational climate perception is important to understand the individual members' overt and covert behaviors and their actions (Gilmer,1961). The climate perception came to being because employees must accomplish numerous activities and interact among themselves and the organization which gives them various experiences (Schneider, 1985). Hence, understanding the organizational climate is important to provide information about the daily and routine activities among the employees which might influence their job experiences and organizational productivity (Schneider and Hall, 1972).

Andrews and Kacmar (2001) also provide a linkage among the climate-effort and climate-job satisfaction. Employees who developed a positive perception towards their organizations feel that the working environment with their involvement and efforts. But employees who

developed a negative perception towards their organization feel that their working environment is uncondusive to put all their efforts and lower on their tasks (ibid).

To greatly deal with this issue, several scholars such as (Ashkanasy et al, 2000) studied trying to find out which factors can influence the organizational climate. They came to conclude that manager's perception of the work environment will lead to a big influence on the organizational climate, the employees and the individual extent of commitment and motivation. Other studies also expound that different forms and levels of managers can influence the organizational climate. Lichtman (2007) explains that finance managers can be more influenced since the degree to which their position can extend opportunities and challenges have implications for their organizational climate.

The modern job environment even needs more freedom and favorable working atmosphere which managers and organizations must consider in their plan and implementations. Therefore, the leaders should take care of not only starting up of the work and its environment, but they should also involve in and follow the leadership style that the employees find it more appropriate and reasonable.

2.2.5 Techniques for Improving Organization Climate

Open communication: there needs to be a two-way of intercommunication in each organization among the employees and the managers. This is important because when employees can react to their organization's activities, managers can appropriately make decisions based on the genuine information from the employees (Falcione et al,1987).

Concern for people: The organization and its management should extend concern and sympathy for the workers. They should work to advance the interests and welfare of the employees (Schneider et al,2000).

Participative decision making: The employees should have a means to air their sayings and take part in the decision-making process that might affect themselves. This would ensure their devotion and commitment towards the organization and attaining the objectives (Miller and Morges,1986).

Change in policies: Organizations' climate can also be determined largely by organizational policy, procedures, and rules (Spector, 2010.) Although changing the policy and plans can

take time, for the organizational climate to be long lasting it should be changed to various circumstances in the platforms so that the organizational climate can endure and record a lasting impact on the members' favors.

Technological changes: It is often stated that employees are resistant to changes but when new technologies are introduced and seemingly improve the working conditions, the change is feasible for the employees (Heilbroner, 1995). A better climate can emerge when managers consult with the employees and adopt technologies that fit their interests.

Provision of workable career ladder: There should be improvement and incentives in the organizations. Development opportunities increase the likelihoods of achieving the organizational objectives and hence, create a positive organizational climate (Weng and McElroy (2012). Moreover, incentives can increase the likelihood of employing better skilled workers.

Trust: Trust is important in organizational climate. By creating and fostering trust and openness among the employees and managers, the motivation of the employees would improve and result in better success of organizational objectives and productivity (Hansen,2011).

2.3 Job Satisfaction

The term job satisfaction has been defined by several researchers. Fletcher and Williams (2007) states that job satisfaction is the individual level of evaluating the job circumstance, including the type of job itself and the management in it. They also added that job satisfaction is the result of wages and the occupational security resulted from the job. Spector (1997) also defined job satisfaction as the way people feel and assume about their jobs and the different processes involved in it. This view is also supported by the Ellickson and Logsdon (2002) who define the job satisfaction as the level to which the employees would like to enjoy their job and its environments.

Job satisfaction is also defined in term of happiness among the employees which is a function of job quality and employees' preference match (Reichers, 2006). Robbins and Judge (2007) also state that attitudes form a job satisfaction among the employees and the positive feeling that people have about their job also a reflection of its characteristics. They also expound that job related outcome, which can be either positive or negative, that implementers link

themselves with largely influences the level of organizational productivity, absenteeism and turnover (ibid).

Job satisfaction, therefore, is a complex phenomenon having various aspects and can be influenced by multiple factors including the communication, salary, working environment, and organizational commitment. However, the factors that motivate individuals have been a point of argument among the scholars. The most known idea in this regard was proposed by Taylor (1991) and he developed the idea of scientific movement' or 'Taylorism' in which he treats the human being as 'Economic-man'. By the economic man, Taylor meant that money is the biggest motivator of human beings and motivation is largely emanated from the enthusiasm towards accumulating more of it. However, this stand was criticized by other scholars starting from Maslow who developed Maslow's theory of 'Hierarchy of Needs' (1943) which also inculcate other motivators beside money.

In the case of organizations, accumulating money is considered not to be the prime motivator. Fletcher & Williams are often cited for their contribution in this regard. They stressed that without people, organizations of any sort are mere buildings giving nothing of seeming function. It is people who give them meaning, and life as well, purpose of existence (Fletcher and Williams,2007). However, for the better performance of the organizations, they need to have healthy and energetic workers. Happily, satisfied and strong workers produce good results, and they can also establish strong organizations. This idea of Fletcher and Wiliman (2007) imply that employees' job satisfaction is vital to better performance and productive organizations or keeping them unhappy and unsatisfied might lead the organization to failure and unproductivity.

Generally, job satisfaction implies the attitudes and feelings that an employee develops about his/ her job and its environment which can be either positive or negative. Someone who has a higher job satisfaction is likely to have a positive feeling and attitude towards his/her job, while anything lesser than that can cause negative feelings.

2.3.1 The Theory of Job Satisfaction

Numerous theories have been developed about the causes of job satisfaction. Simply put they can be categorized as, Situational theories, and Interactive theories.

Situational Theories of Job Satisfaction

Situational theory of job satisfaction illustrates that job satisfaction is the result of the nature of a job and the characteristics of its environment. This theory has several elements in it and the most renowned are Herzberg's two-factor theory and Job characteristics model.

Frederick Herzberg developed a Two-Factor Theory in 1959 and he defined two sets of factors in deciding employees' working attitudes and level of performance—Motivation & Hygiene Factors (Robbins, 2009). He stated that the Motivation Factors are intrinsic factors that will increase employees' job satisfaction; while hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. He stated that the full supply of hygiene factors will not necessarily result in employees' job satisfaction, rather the employee's motivation should be addressed first to enhance the productivity (Robbins, 2009).

Job characteristics model states that the characteristics of a job define and set the job satisfaction among the employees. Hackman and Oldham (1976) are the two well-known theoreticians in this regard and they stated that a job characteristic, such as skill variety, task identity, autonomy, and feedback brings motivation in employees about their job performance.

Interactive Theories

The Interactive theory of job satisfaction considers both the personal and situational variables as the cause of job satisfaction among the employees.

2.3.2 Measuring Job Satisfaction

An individual's job consists of more than a single activity and it can extend to also include the interaction employees have among themselves and their managers, policies and rule of achieving the objectives of the organization (Robbins, 1998). Since these concepts are broad, it would be difficult to know which one is rewarding, fulfilling, and gratifying or the other way around (Ford & Walker, 2005). Robbins (1998) also states that a certain level of satisfaction or dissatisfaction results from the accumulated addition of job elements.

However, literature provides various ways of measuring the job satisfaction among the employees. The paper-and-pencil test is one of the most used methods and it involves scales that job satisfaction can be standardized and tested using rules (Frey, 2018). Other methods also include the Critical Incident Method, and this method requires the respondents to call

back the situations that were satisfactory or not (Herzberg, 1987). Interviews is the most often used method of data gathering in this specific method to comprehend the root causes and nature of job satisfaction. The critical incident method which is often named as the most effective way of measuring job satisfaction view it as the perception members of a given organization have towards their job (Herzberg, 1987). According to Smarak and Peterson (2006), this can be conducted by using five-point Likert scale.

It is often assumed that cognition causes affect which in turn result in behavioral change. However, they are close enough to separately view and discuss (Robbins & Judge, 2007). For example, the negative feelings an employee develops regarding the job he/she is involved in can insist them to go for alternative way of securing livelihoods. This can result in a higher turnover rate and hence decreases the retention in an organization.

2.3.3 Factors Affecting Job Satisfaction

Several factors can determine job satisfaction. These factors can generally divide in to the extrinsic, intrinsic, and the individual characteristics factors.

Extrinsic Factors

Extrinsic factors are variables that are external to the employees and generally regarded as the major factor causing job satisfaction (Galie, 2008). Some examples of such factors include payment, monitoring mechanisms, work environment, and communication among the employees.

Intrinsic Job Characteristics

These types of job characteristics are main variables and motivators of job satisfaction (Bektas,2017). Intrinsic job satisfaction factors include such components as sense of success at work relations with colleagues, job stability, customer relations and efforts to unearth one's skills (ibid).

Ercis (2010) states the intrinsic motivation tools are directly related to the job and results from it. Factors including the job itself, independence given by the job, the necessity of the job for the individual, participation, responsivity, creativity and skills and capability development all constitute the intrinsic factors. Intrinsic factors are accepted to be more influential on the personnel than the extrinsic factors (Erciş, 2010).

Individual Characteristics

Hanafi (2016) states that individual background related variables influence the level job satisfaction in many various means for instance, variables related to gender, job level, and tenure are often cited.

2.4 Empirical Literature

Organization climates have a wide familiarity and application in the organizational behavior discipline. Studies on these two constructs show they always have a strong and persistent linkage. Basically, the organizational climate focuses on the characteristics of an organization that lie on individual members perceptions, while the job satisfaction focuses on the perceptions and attitudes that people develop in their routine works (Gonzales and Garazo, 2006); (Jacobs & Roodt, 2007).

Friedlander and Margulies (1968) argued that organizational climate is the main determinant of job satisfaction and individuals 'different work values relate to the different work climates. Hackman (1974) also states that organizations that provide opportunities for the employees and recognize their success and achievements generate a more satisfied employee. Sanad (2016) also states organizational climate and job satisfaction is strongly connected. Brief (1998) also states that monthly payment, employment advantages and opportunities enhance the organizational climate and in turn influence the level of job satisfaction among employees. These finding reiterate that there is a positive relationship between organizational climate and job satisfaction.

Several studies have been conducted to find out the relationship between organizational climate and employee job satisfaction previously. Almost the overall studies proved that Human Resource practices affect the organizational performance and employee directly as well as indirectly (Nair, 2006). There is a positive and meaningful relation between organizational environment and managerial skills of managers which are the most rare and at the same time the most valuable capital of the organizations and are of the major and effective factors in/ the society that has fundamental and vital role in flourishing and development of human beings (Samaneh,2014). Moreover, across a wide range of demographic variables, organizations with a "higher level" of ethics have more satisfied employees (Erik, 2007).

So far, literature examining the relationship between the organizational climate and employee's job satisfaction has been mainly circumstantial. To put this study into perspective, it is necessary to compare it with some of the earlier work on this issue. An empirical study by Chien, (2004) on the effect of the types of organizational climate on job satisfaction in Action Aid employees indicates that job satisfaction levels varied across organizational climate variables. Correlation results indicated that the relationship between perceived organizational climate and job satisfaction was significant. Findings showed that perception of organization climate was important for job satisfaction, but the relationship was not influenced by the moderating variables, age, years of service and educational level.

Loh Kooi Cheng, (2009) conducted an empirical study to the relationship between perceived organizational climate and job satisfaction among the female production operators in one of the electronic manufacturing industries located in Free Industrial Zone, Bayan Lepas, Penang, Malaysia. The results provided quite compelling support for the importance of organizational climate in affecting outcomes. Monia Lola Castro (2008) examined the relationship between organizational climate and job satisfaction in an Information and Communication Technology (ICT) organization within South Africa. The results indicate that there was a strong positive correlation (0.813 at the 0.01 level) between organizational climate and job satisfaction.

Omolayo & Ajila, (2012) report the existence of relationships between organizational culture, climate and job satisfaction. Gerber (2010) reveals that job performance and job satisfaction are related to organizational climate. Furthermore, he observed that job satisfaction and climate of the organization are interdependent on each other. Werner (2016) determines the relationship between organizational structure and job satisfaction. They observed that employees at different levels are influenced by diverse work aspects and different facets of work environment. Slocum & Hellriegel, (2011) find that there is a close relationship between job satisfaction and organizational climate where job satisfaction is the result of organizational climate. In their study, however, some facets prove positive relations and others negative relations. They argue that this varied relation depends on employees and how differently they perceive cultural perspective.

By reviewing aforesaid scientific studies, we can find most scholars' confirmation of the significant relationship between organizational climate variables and job satisfaction. It means organizational climate can affect the extent to which employees are satisfied with their jobs. Thus, if employees identify with organizational climates, the extent of job satisfaction shall be

higher naturally Hassen, (2007). From the above discussion, it appears that organizational climate does play an important role in promoting the job satisfaction for employees towards the organizational success, and this could only be achieved by ensuring that an appropriate climate is being developed or shaped in the organization that matched managerial values, attitudes, and behaviors. Evidently, organizational climates do affect employee's job satisfaction. All these finding indicate there is positive relationship between organization climate and job satisfaction.

In an empirical study conducted by Freindler and Margulies, (2008) to examine executive perceptions of organizational climate and job satisfaction in small organizations, the results indicated that where emphasis on rewards and supportiveness were perceived as dominant climate variables characteristics, there was a strong association with job satisfaction. Rosenwald, (2000) contends whenever the individual demand is congruent with climates, it will result in the highest job satisfaction. For example, the individuals with high autonomy and high achievement motives will result in higher satisfaction under the organizational climate with loose supervision and emphasis of achievement rewarding.

So far, literature examining the relationship between the organizational climate and employee's job satisfaction has been mainly circumstantial. To put this study into perspective, it is necessary to compare it with some of the earlier work on this issue. An empirical study by Chien, (2004) on the effect of the types of organizational climate on job satisfaction in different organizations employees indicates that job satisfaction levels varied across organizational

2.5 Why we concern about organizational climate and job satisfaction in project management?

Delivering project outputs on time and on cost was the main concern for project managers in 1960 up to the 1980s (Ika, 2009). However, a significant number of project management researchers still focus on the iron triangle (cost, time, and scope) of performance metrics, the research focus has changed to other concerns such as customer satisfaction and achieving a project's strategic objectives. Hence, the over focus on delivering the project iron triangle performance measures (cost, time, and scope) creates an "output-focused" mentality (Chih and Zwikael, 2015). This mentality creates problems at the organizational and the individual

level. All organizations are based on projects on different level and different organizations prefer various ways of working on projects and this is called levels of projectization. This mind-set at the organizational level, which they call “projectization”, leads to many problems that limit the effectiveness of the organization to realize benefits from its projects (Müller and Turner, 2007).

Studies shows that this “output-focused” project management mind-set could confuse the orientation of a project manager and hence could leave the project customers, sponsors, or staffs unsatisfied (Shenharand, 2007). Indeed, complying with the iron triangle alone is argued to be insufficient for judging a project successful (Samset, 2009). For this reason, a new “project benefits management” mentality is spotlighted by academics and practitioners to handle the issue of what factors are required to realize the benefits from the projects and how this should be done (Breese, 2012; Chih and Zwikael, 2015). Attributable to organizations’ features, administration and desires, the organizations working on projects grouped in two classifications as project oriented and project based. Weather the organization is project based or project oriented, the main goal is delivering a successful project (Muller, 2009).

We define organizational climate as the quality of employees’ workplace environment that has substantial effects on their job performance (Punwatkar and Verghese, 2018). An effective climate can provide the team with the right direction and vision required to set effective project goals (Jia et al., 2008). A better understanding of the role of effective organizational climate can thus enhance project goals setting by the project team, and as a result lead to better project investment decisions, project success, and thereby operations performance. Project success is one of the most important topics in project management (Prabhakar, 2009). Project success encompasses success of project management and the success of product (Baccarini, 1999). Previous studies suggested that organization should improve the performance by focusing the project management to be successful both on the project management and on the product (Lemma, 2014). Organizational climate has significant effect on performance and is strongly related with project success (Ahmed, 2012). Recent studies suggest that organization which implements such management practices have strong organizational climate which positively affects project success (Ahmed, 2012).

A supportive organizational environment is a key factor in successful project outcomes. Projects are undertaken within a context of organizational activity. For the most part, individual project is likely to represent only a small proportion of such activity and it is unrealistic to expect that most organizations can or will structure themselves and order their operations to optimize individual project outcomes. However, this study provides an ideal, a broad description of an optimum organizational environment for project staffs of joint emergency operation project. It is open to organizational managements, whenever a choice of alternative actions is available, to choose that option which moves their organizations towards, rather than away from, ideal working environment. The impact on project effectiveness of each such choice may in many cases be modest. Sometimes it may be very significant. In most cases, though, the impact may be expected to be positive. Applied consistently, the organizational climate dimensions suggested by this research may be expected to lead to more satisfied and fulfilled project staffs, and more successful organizations which in turn leads to more effective project delivery.

The establishment of conducive organizational climate for the management of a project is among the vital activities required for accomplishing goals. Shaker (2003) in a publication reviewing Peter Drucker books, who argues that management is the function, which involves getting things done through other people. Basically, this involves the following, which are all aspects of setting organization matters for performance: getting project managers with leadership capabilities, getting staff with competence and appropriate skills, placing responsibilities on people for successful completion of the project, establishing clear delegated authorities and defining proper communication lines. Since these outlined duties relate to the matters concerned with internal organizational running, it may be argued that they are solely for the purpose of improving only organizational performance. Kotnour (2000) asserts that some of the internal organizational matters such as organizational learning practices increase project success too. The tendency to have the project success increased therefore lies in the ability of the manager to develop certain strategies within the organization. The activity of setting a project organizational structure is, for instance, one of the major organizational matters whose influence on project performance may be significant.

When we see job satisfaction, Rezvani et al., (2016) explained that job satisfaction may enhance both the expectation that a worker's energy will guide to higher efficiency and the

trust that continued struggle will be able to achieve the preferred performance results. In an addition to this Mangkunegara (2016) recommended that when staffs are more satisfied with their job, their enthusiasm to perform to the mutual interest of the framework in which they accomplish their effort also enhances. Therefore, satisfied project staffs are likely to respond more positively to others, look for social connections, have larger contribution in accomplishments and carry out additional communication with their project partners because such exchanges, communications are likely to be seen as amusing and satisfying by them (Long, Yusof, Kowang, & Heng, 2014).

Maylor, Vidgen, & Carver, 2008 argued also, when project managers are satisfied with their jobs, they are expected to carry out problem solving, trouble shooting and decision making more efficiently, and have clarity towards their objective and inspire workers to accept the new objectives which are still to be achieved by them. Supplementing this indication, Fisher (2003) highlighted that if job satisfaction is low then it will likely increase the chances of project failure, because dissatisfied managers are less interested in their jobs and resultantly, they do not struggle for attainment of project objectives. Moreover, if job satisfaction will be low then likely the assigned responsibilities will also be handled with less interest (Judge, Thoresen, Bono & Patton, 2001). Pheng and Chuan (2006) argued that unsatisfied project staffs show less enthusiasm in interacting with stakeholders that may result it nonalignment with organizational strategies and objectives.

2.6 The Conceptual Frameworks of the study

This study employed the Gerber's (2003) concept of organizational climate and job satisfaction and it has clearly explained these two constructs. It consists of both organizational climate and job satisfaction and as well the factors influence the organizational climate -both the intrinsic and extrinsic.

Gerber's model also explained the way organizational climate dimensions and job satisfaction are perceived among the employees which in turn are cause by organizational and biographical variables. It also clarifies the different dimensions of organizational climates that might have influences on the job satisfaction level. Moreover, the model produces categories under the organizational climate to construct the independent variables and assumes the level of job satisfaction as a resulting outcome or dependent. In organizational characteristics, the biogeographic aspects also highlighted in the framework and listed to

include position of job, tenure, gender differences and educational status. These variables are also construct of the independent variable.

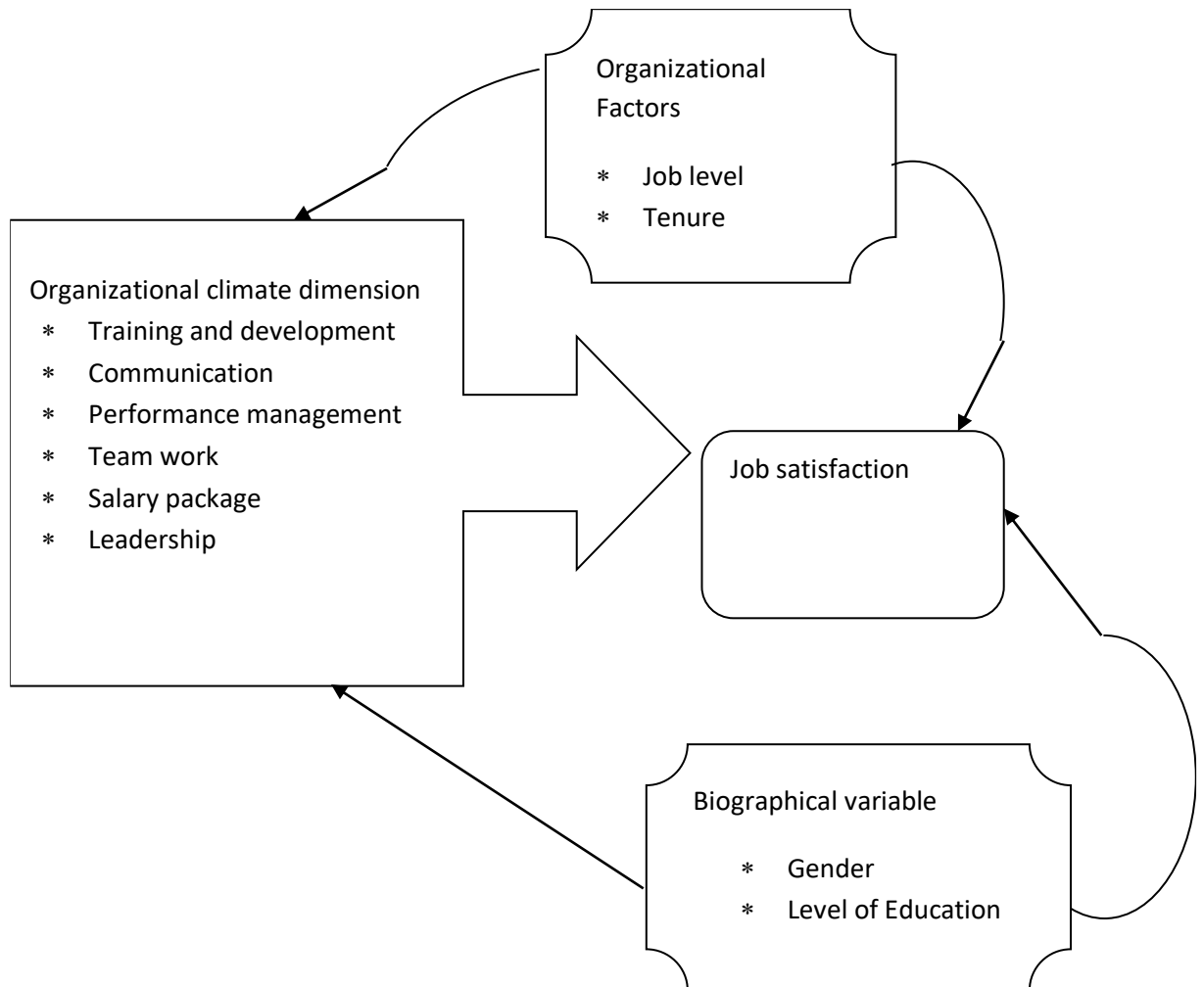


Figure 2.1 Conceptual Frameworks of the Research

Source: Adapted from Gerber, F.J. and Coetzee (2003)

2.7 Research Hypotheses

Hypothesis is an alternative assumption to be verified during the study. The Following are the hypothesis the researcher proposed for this study.

H₁: There is no statistically significant positive relationship between the perception of organizational climate and job satisfaction based on gender, tenure, education level and job position.

H₂: All organizational climate dimensions are not poorly perceived by the employees.

H₃: Employees of USAID Joint Emergency Operation Project (JEOP) are not satisfied by their job

H₄: There is no statistically significant relationship between organizational climate and job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

In this chapter, the researcher illustrates the research methodology part and in specific terms, it consists of approach to the research, data gathering instruments, data collection steps, methods to data analysis, and method of data validity and reliability test. Each of them has been explained and supported by rationales for employing them.

3.1 Research Design

To respond to the research questions, the study employed mixed research approach with a cross sectional time frame. It addresses the exploratory and descriptive purpose. This study has also employed case study research methodology with survey tool and interview guide. The case selected is joint emergency operation project. Case study involves an up-close, in-depth, and detailed examination of a particular case or cases, within a real-world context. Both quantitative and qualitative data were gathered and analyzed. This helps to deeply understand the relation between the organizational climate and job satisfaction. There is more intuition to be gained from the combination of both qualitative and quantitative research than form by itself (Cress well, 2009). Their combined use provides an expanded understanding of research problems. However, the priority is given for the quantitative type of data and integration has occurred at an interpretation and discussion phase.

3.2 Population of the Study

The population for the study were purposefully selected from USAID Joint Emergency Operation (JEOP) located in Addis Ababa and the target population include junior officers, senior officers, and peoples in the managerial position. Census ('complete enumeration') was used to collect information from all units in the population. So, 124 employees were made ready for questionnaires. These populations are numbered 124 of which 22 are assistants (drivers, securities, janitors, and project assistants), 38 are junior officers, 55 are senior officers, 9 managerial positions and international consultants. In general, the population of the study is presented in the below illustrated table. For the qualitative part of this study, interview with important management staffs of USAID Joint Emergency Operation (JEOP) were employed. About the number of interviewees, five management staff interviewees were

decided based on the data saturation. The interview process was conducted by the researcher. Notes were taken, and tape recorder were not used because it was hard to have approval of interviewees.

Table 3.1 Study Population

Gender		Assistant	Junior officers	Senior officers	Managers/Directors/ Senior Directors
12 Completed and Below	Male	7			
	Female	4			
BA	Male	6	12	11	1
	Female	3	10	9	1
MA	Male		12	20	3
	Female	2	4	15	1
PhD	Male				2
	Female				1
Total		22	38	55	9
Grand Total			124		

Source: JEOP's Human Resource Department

3.3 Types of Data and Instruments of Data Collection

3.3.1 Types of data

The research has used both the primary and secondary data sources. While the former was collected from survey and interview, the later was gathered from official documents of the organization, timely reports, other relevant documents from the organization's human resource department, the internet was also used to collect the study related literature.

3.3.2 Instruments of Data Collection

The research employed the questionnaire and interview guides as tools of data collection. A questionnaire consisting of both close and open-ended questions were designed to collect quantitative data. The interview guide employed to help the further expression on the issues under study. Hence, qualitative data were gathered from the stated interviewees via questions on interview guides.

Questionnaire: Since there is likely a bias and distortion from the using only face to face interview, the study also employed the questionnaire data collection method. The questionnaire employed the five-point Likert scale. Three data collectors having related

experience in data collection were appointed to facilitate the process of quantitative data collection. The researcher of the study supervised and assisted the data collectors throughout the data collection.

The questionnaire had two main parts, and one dealt with the respondents' background and the other saw the main area of this study and it covered the study objectives.

Interview: An interview, covering many open-ended questions were used as a second type of data collection instrument. It was conducted with an intention to address some unquantifiable issues/information. Besides, it will help to triangulate research findings obtained through surveys.

3.4 Procedures of Data Collection

The questionnaire was distributed among the employees and they were the respondents of the research. They were provided with several options within the structural questionnaire and they could choose the one they found is relevant. The value of the study and the instructions were explained. The questionnaires were distributed to the employees of the selected branch which is the head office located in Addis Ababa.

3.5 Data Quality Assurance: Validity and Reliability

When considering developing any instrument of data collection, validity and reliability are two significant factors to take the first line (Taherdoost, 2016). This helps to ensure the quality of the instrument used in light with the data collected for the research. Often, a pre-test method is applied for this end Similarly, in this research, the Cronbach's alpha supported by SPSS version 20 was applied. The content validity was conducted to make sure if the study questions could represent what they had intended to measure. The quality of data, on the other hand, was ensured via building good rapport.

The table below revealed that the value of Cronbach's Alpha for each variable range between 0.582 and 0.937 and the overall Cronbach's Alpha for the entire questionnaire is 0.891. According to Pallet (2011) cited in Monia Lola (2008), the total value of Cronbach's Alpha should equal to 0.7 and above to be reliable. Consequently, the value of Cronbach's Alpha as depicted from the above table shows the total value is above 0.7 and leads the scale is a

reliable measure for examining the sample. This indicates that the items of this study have internal consistencies as they lied above the recommended cutoff which is 0.7.

Table 3.2 Cronbach’s Alpha for each variables of the questionnaire

S.N	Variables	Number of items	Cronbach’s Alpha
1	Salary and Benefit Package	4	.927
2	Teamwork	6	.697
3	Leadership Style	4	.689
4	Training and Development	6	.887
5	Communication	4	.634
6	Performance appraisal	3	.975
7	Job satisfaction	10	.689
Total		37	.785

3.7. Data Analysis

3.7.1 Analysis method for quantitative part

A descriptive and statistical data analysis method was employed for this research. The researcher chose these methods because the research mainly depends on the quantitative methods, and hence, employing this method would be easy for that end. The descriptive analysis includes statistical description, aggregation, and presentation of the findings while the inferential analysis used to test the statistical correlation between variables. In addition, Statistical Package for Social Science (SPSS) Version 20 computer application project was used for this end. Particularly, chi-square and leaner regression were widely utilized to determine the relationship between organizational climate and job satisfaction.

3.7.2 Analysis method for qualitative part

After coding the qualitative data that that were acquired from all interviewees, the researcher categorizes them under themes and sub themes to fit the objectives of the study. They also used alongside the quantitative data for the purpose of tabulation.

Integration Plan

Integrating the two data took place at the analysis phase. The results of the quantitative data that were collected using questionnaires were compared and discussed with the themes established from the findings of the qualitative data.

3.8 Ethical Considerations

Ethical approval and clearance were obtained from Addis Ababa University Graduate School of Commerce. All responsible bodies from USAID Joint Emergency Operation (JEOP) were contacted for permission and they all showed willingness to participate in the study. The general purpose of the study was explained and their rights to decide whether to participate or not was also guaranteed. The time and place where to conduct the interview was fixed and their rights to halt the interview while it was still going was assured for the respondents. The respondents also confirmed that their privacy would be taken appropriately, and all their background would also be kept confidential. Generally, the study was conducted after the explanations was briefed and then the quantitative respondents' written consent and interviewees verbal consent were acquired.

CHAPTER FOUR

FINDINGS AND DISCUSSION

This chapter presents the result of both the descriptive and inferential statistics. First, the results of the descriptive analysis for all the variables are presented. Following the descriptive analyses, the results of the bivariate analysis are presented containing the analysis answers for the research questions and the accompanied hypotheses of the study.

4.1. Response rate of the Respondents

For this research, items consisting of 37 general (objective) and 5 demographic related close-ended questionnaires was used to collect information from employees of USAID JEOP (Salary and benefit Packages, teamwork, leadership/management, training, Communication, performance appraisal) and the dependent variable employees Job satisfaction.

Table 4.1 Number of distributed, collected and Response rate

S.N	Current Position	Distributed	Collected	Returned (%)
1	Assistants	22	21	95.45
2	Junior Level Employees	37	37	100%
3	Senior Level Employees	52	50	96.13%
4	Managerial Level Staffs	7	5	71.14%
Total		120	113	94.16

As per the above table, a total of 120 questionnaires were distributed to employees of the organization who served at different job positions. Among the total distributed questionnaire, 113 (94.16%) were filled up and returned. This clearly indicated that by considering 5% contingency held for non-respondents, 99.9 % of the respondents were cooperative and responded properly to the questions.

4.2. Demographic Characteristics of the Respondents

There are a total of four demographic variables in this study. Two of them are biographical variables and the rest being the organizational. The biographical variables that were presented

in this study are gender and educational level of the respondents whereas the organizational variables were current job position, and the employees experience(tenure). The demographic characteristics of respondents is depicted and discussed in the following frequency table.

Table 4.2 Demographic characteristics of respondents

S.No	Demographic Factors	Subdivision	Frequency	Percentage%
1	Gender	Female	65	57.5
		Male	48	42.5
2	Level of Education	</= Diploma	12	10.6
		BA	50	44.2
3	Tenure	MA/MSC and ABOVE	51	45.1
		1-3 years	35	31.0
		4-8 years	43	38.1
		9-12 years	28	24.8
		More than 12 years	7	6.2
4	Job Position	Assistants	21	18.6
		Junior Level Employees	37	32.7
		Senior Level Employees	50	44.2
		Managerial Level Staffs	5	4.4

As indicated in the above table, most of the respondents of this research were female counting for (57.5 %) and the rest were male respondents (42.5%). Tenure was the other demographic variable in the study and 51 (45.1%) of the respondents were graduate degree holders, 50 (44.2%) of the respondents are BA degree holders, and 12 (12.6%) of the respondents are Diploma or less than Diploma holders. Moreover, as shown in the table 4 above, most respondents in the study had worked in the organization for 4 to 8 years and they represent 43(38.1%) of the sample. However, the least represented category is the workers who had more than 12 years of experience and their number has been as small as 7(6.2%). In between these groups, 35(31%) respondents had been with the organization for 3 years or less and 28 respondents (24.8%) had been worked for 9-12 years. Regarding job position, the result from the above table indicates that most of the respondents i.e., 50 (44.2%) of them were Senior level employees (Senior project officers, technical experts, and consultants) and the junior staffs follow them by 37(32.7%). Assistants including the secretary, messengers and drivers were taken the third portion from the total respondents which is 37(32%), and the managerial category of the job positions takes the smallest portion, 5(4.4%).

4.3 Descriptive Analysis of Organizational Climate

4.3.1 Perception Level of Employees on Salary and Benefits Packages

This section presents the employees' perceptions on salary and benefit packages and its resulting job satisfaction status. From the collected data and its point-five Likert Scale, the mean scores and standard deviation were drawn. And likewise, the descriptive statistics, mean and standard deviation were also linked with the employees' level of perception on each salary and benefit package dimensions and Job satisfaction (JS). As Rao and Abraham, (1991) cited in Mulatu Takele (2013) states in the analysis to make the interpretations comprehensible, the mean scores should be converted into percentage scores using the formula, as climate percentage score = (Mean value-1) x 25; where the score 1 corresponds to 0%, 2 represents 25%, 3 corresponds to 50%, 4 represents 75% and 5 represents 100%.

Table 4.3 Perception of employees on Salary and Benefit package

Item	N	Min.	Max.	Mean	Std. D.
I am fairly paid for my position	113	1	5	2.81	1.420
My salary package is fair in comparison with similar positions in the market	113	1	5	3.08	1.344
I am satisfied with my salary package	113	1	5	2.76	1.128
I am satisfied with my benefit packages	113	1	5	2.97	1.359
Salary and benefit package	113	4	20	11.62	4.767

These percentages imply the level at which the items exist in the organization. It is important for an organization at least to have a percentage score of 50% on each of the items listed to claim that it has a moderate organizational climate. If the organization scores 60% and above, they reasonably do have a good organizational climate, and if they score 75% and above there is a good degree of improvement in the organization and believe that at this level there are conducive climates, and most employees have positive attitudes towards their job and the organization they belong to.

The table above shows that the mean value of the first item is 2.81 (standard Deviation=1.42) which is below the average value. For the second item, the mean value is 2.76 (standard

deviation 1.12), which is also below average. For item 3 the mean value is 3.01(standard deviation =1.34) which is equal to the average value. In addition, for item 4, the mean value is 2.97 (standard deviation 1.35) which is below the average value too. Hence, three of the items are below the average and the overall mean is 2.9 (standard deviation=4.76). This implies that the employees of the organization have poor perception on salary and the benefit package. The tantamount implication of this is that the highly skilled professionals will likely move to other similar or better organizations to get paid well. Therefore, the rate of turnover ratio is likely rising. For the organization to stay intact and retain the high skilled profession, it is recommended for them to attract high performers by increasing the salary scale and related packages of benefits. Salary and benefit package are a good indicator for the organization to make appropriate action since employees have poor perception of it.

Interview has been conducted with the management of the JEOP project to assess the organizational climate dimensions and employee job satisfaction. In line with this, 5 structured interview questions were prepared and used. Regarding with employee's satisfaction on the organization's salary and benefit package almost all informants(managers) revealed that the current salary and benefit is fantastic. But the survey result showed us as the employees averagely perceived the salary and benefit packages dimension. This may be resulted because of the huge salary and benefit package difference between the managers and other employees. Organization shall consider the career path and assigned tasks in relation to the position of the job.

4.3.2 Employees' Perception on Teamwork

Employees' teamwork is one of the organizational climate variables that affect job satisfaction of the employees directly or indirectly. The analysis for teamwork of organizational climate variables is illustrated under table 4.4.

Table 4.4 Perception of the employees on teamwork practice

Items	N	Min.	Max.	Mean	Std. D
Management encourages collaboration and teamwork	113	1	5	2.95	1.274
My co-workers help each other	113	1	5	2.81	1.401
I understand the nature of the role I play within my team	113	3	5	4.23	.668
I prefer to work as part of a team	113	1	5	3.39	1.339
The management and employees treat one another with respect	113	2	5	3.59	1.091
There is fear among the team members	113	1	4	2.05	.999
Teamwork	113	15	24	19.02	3.262

As it is shown on the above table, the teamwork variable of organizational climate is measured using six measurement items. Three of these items scored above the average (that is item 1 mean=2.95; standard deviation=1.27, item 2 mean=2.81; standard deviation=1.40, and item 6 mean =2.05; standard deviation=0.99) While the remaining three items scored more than the average value (explained that item 3 mean=4.23; standard deviation=0.68, item 4 mean=3.39; standard deviation=1.33, and item 5 mean = 3.56; standard deviation=1.09). Furthermore, the table also indicated that the item “I understand the nature of the role I play with my team” is supported by more respondents with a mean value of 4.23 (standard deviation = 0.66) which is followed by “The management and employees treat one another with respect” and “I prefer to work as part of a team”. The average mean value for the items under teamwork are above the average 3.2 (standard deviation=3.26).

4.3.3 Employees’ Perception on Leadership style

As the variables of organizational climate, a leadership style was assessed to know how the employees perceive about and how it can influence their level of job satisfaction.

Table 4.5 Perception of employees on leadership style

Items	N	Min	Max	Mean	Std. D
I feel that the management is building a positive work environment	113	1	5	2.94	1.263
My immediate leader sees and positively responses to issues I raise to him/her	113	1	5	2.78	1.387
The management style of my immediate leader is generally participative	113	3	5	4.21	.674
My immediate leader reflects strong leadership skills	113	1	5	3.37	1.357
My immediate leader positively responses to customers	113	2	5	3.58	1.092
My immediate leader is knowledgeable and handles well his/her work	113	1	4	2.08	1.010
Leadership	113	15	24	18.96	3.251

The results showed that most of the respondents have a good perception of teamwork in the organization. Teamwork contributes to increasing collaboration and has a scope for brainstorming, which results in getting more ideas. To solve complex problems and to complete difficult tasks, the team works better than an individual. This implies risk might be reduced and communication among the employees is likely to rise. Therefore, it can be implicated in growth and productivity.

As it is depicted in Table 4.5 above, 6 measuring items were used to assess the leadership style and its effect on the job satisfaction level. The result shows, three of the items scored above the average (item 3 mean=4.21; standard deviation=0.67, item 4 mean=3.37; standard deviation=1.35, and item 5 mean =3.58; standard deviation=1.09). And the remaining three items scored below the average value (item 1 mean=2.94; standard deviation=1.26, item 2 mean=2.78; standard deviation=1.38, and item 6 mean = 2.08; standard deviation=1.01.) Moreover, the table also indicated that the item “The management style of my immediate leader is generally participative” is supported by more respondents with a mean value of 4.21 (standard deviation = 0.67) while the lightly supported item was “My immediate leader is knowledgeable and handles well his/her work”. The average mean value for the items under leadership style is above the average which is 3.16 (standard deviation=3.25) indicating the existence of a good climate when considering individual items.

The overall scores of items of leadership organizational climate variables show most of the respondents support the existing leadership which is higher than the minimum range expected

from an organization operating in normal condition (50%). This implies that even if employees have moderate perception of supervision, they need close supervision more than the current situation to perform their task properly.

From the table above the researcher has identified that the immediate leader did not respond to the idea raised by the employees immediately. Therefore, the organization should exert more effort to improve the reporting system and create awareness for the immediate leader about the importance of providing immediate response to create good perception of employees about their leadership style and to improve employees' relationship with their direct supervisors.

4.3.4. Employees' Perception on Training and development

Training is the organizational climate variable which have three items and is also assessed to know the employee's perception towards how it is offered for them. The analysis is provided using the following table 4.6.

As it can be shown in the above table, the whole percentage, mean and standard deviation score for training and development variable is 54%, 2.88.24 and 3.53 respectively, which indicates the existence of average climate for this dimension.

Table 4.6 Perception of employees on training and development

Items	N	Min.	Max.	Mean	Std. D
Training and development are given for employee based on the job needs	113	1	5	2.81	1.420
Development and Training is provided based on political ideology	113	1	5	2.76	1.128
Clear promotion criteria are available in the organization	113	1	5	3.08	1.344
Training and Development	113	3	15	8.65	3.530

Among these items, 'training and development is given for employees based on the job needs' shows the existence of a good climate for this item that comprises 64.75%, whereas the idea "Training and Development is provided based on political ideology" was supported by fewer respondents. This indicates that even if employees have modest perception on training, they could not get training at the required and at the right time which all lead employees to lack

enough and up to date knowledge in different aspects which are indispensable to achieve the organization's objective and results in the decrease of overall achievements of the projects run by the organization.

4.3.5. Employees' Perception on Communication

As organizational climate variable which affect the employee job satisfaction and performance employees, perception towards communication within the organization and among each other was assessed. Accordingly, the mean, standard deviation and computed average results summarized in the table 4.7 below.

Table 4.7 Perception of the employees' on communication

Items	N	Min.	Max.	Mean	Std. D.
The direction and goals of the organization are communicated to all employees regardless of position.	113	1	5	2.97	1.359
There is clear communication among employees in my organization	113	1	5	2.95	1.274
The communication and strategic plan of my organization is transparent and two ways	113	1	5	2.81	1.401
I am freely communicating with my staff as whole without fear of reprisal	113	3	5	4.23	.668
Communication	113	8	20	12.96	3.347

As it is shown in the table 4.7 above, the overall score for communication dimension is 81%. From the measurements of communication presented, most of the respondents relatively agree with the statement "I'm freely communicating with my staff as a whole without fear of reprisal" with a percentage score, mean score and standard deviation of 79.31%, 4.23 and 0.67 respectively.

In contrast, respondents disagreed with the statement "The communication and strategic plan of my organization is transparent and two ways" with a percentage score, mean score and standard deviation of 52.68%, 2.81 and 1.40, respectively. This implies that the organization does not create enough favorable environments for two-way communication. Similarly, information gathered from an interview conducted with the management staff, shows that as

there is an opportunity to clear communication in the organization among employees, the direction and goals of the organization are communicated to all employees regardless of position. This finding lined up with the survey results.

4.3.6 Employees' Perception on Performance Appraisal practice

Performance was taken as an organizational climate variable and it was measured by six items. The computed mean, standard deviation, and average perception is shown and presented in the following table.

Table 4.8 Perception of the employees on Performance Appraisal

Item	N	Min.	Max.	Mean	Std. D.
My performance is appraised based on pre-planned activities and actual performance	113	1	5	3.39	1.339
Appraisal result and employee performance is really match and practical	113	2	5	3.59	1.091
I am satisfied with the way my work is evaluated	113	1	4	2.05	.999
I am satisfied with the recognition given to my good work	113	1	5	2.94	1.263
Performance Appraisal	113	9	15	11.97	1.708

The table 4.8 above shows the percentage score result of descriptive statistics for performance appraisal ranges from 67.31% to 38.43%. Besides, the above table 11 indicated that, out of the performance appraisal measurement items, the item "Appraisal result and employee performance is really match and practical" as well as "my performance is appraised based on pre-planned activities and actual performance" were supported by majority of respondent 67.31% and 63.56% with mean scores of 3.59 and 3.39, and with standard deviation of 1.09 and 1.33 respectively which is adequately higher than the minimum standard expected from healthy organizational climate adopted.

Whereas the items intended to assess whether the employees are satisfied at their work was poorly perceived by the respondents with a percentage score, mean score and standard deviation of 38.43%, 2.05, and 0.99, respectively. Furthermore, the table illustrated that the overall percentage, mean and standard deviation score for appraisal performance variable is 56.06%, 2.99 and 1.70 respectively, which indicates the existence of slightly moderate

climate for this dimension. This implies that even if the performance appraisal system has moderately perceived by the employees, the system has its own weakness, and it needs some adjustment. On the other hand, the interview made with the management staff with such issues revealed that the organization has practicing the practical effort to improve process of performance appraisals even if the appraisal system is very difficult to be objective. Furthermore, they expressed that the organization has trying to amend the performance appraisal system by releasing a dashboard which require to set performance goals at the beginning of each fiscal year, review in mid-year and self-reflection based on the prior sated goals at the end of the year and will apply soon.

Based on the information gathered from the managers, the objective of performance appraisal are to review the performance of the employees over a given period of time, to identify the gap between the actual and the desired performance plan to achieve outstanding performance, to help the management in exercising organizational control, helps to strengthen the relationship and communication between superior -subordinates and management – employees, to diagnose the strengths and weaknesses of the individuals so as to identify the training and development needs of the future, to provide feedback to the employees regarding their past performance, provide clarity of the expectations and responsibilities of the functions to be performed by the employees and also to enhance the overall control of administrative improvement.

The summary of the findings on the analysis of items under organizational climate variables is shown on the below table. The categories under organizational climate started from the highest to the lowest based on communication, teamwork, leadership style, performance appraisal salary package, and training and development.

Table 4.9 Summary of organizational climate findings

Sub-Scale	N	No of Items	Min.	Max.	Mean	Std. D.
Salary package	113	4	4	20	11.62(2.90)	4.767
Training and Development	113	3	3	15	8.65(2.88)	3.530
Communication	113	4	8	20	12.96(3.24)	3.347
Teamwork	113	6	15	24	19.02(3.17)	3.262
Leadership	113	6	15	24	18.96(3.16)	3.251
Performance Appraisal	113	4	9	15	11.97(2.99)	1.708
Organizational climate	113	27	59	114	83.18(3.08)	15.239

4.4 Job satisfaction and organizational Climate

Employees' job satisfaction as one of dependent variable was assessed to know the employees' perceptual level toward their current jobs that they are engaged in. Accordingly, ten items of job satisfaction about organizational climate variables were tested with computed mean score, standard deviation and averaged scores as clearly described in the next table 13. As depicted in the table below the items "I work in an environment where there is cooperation and respect" and "I feel my future in the organization is bright" scored the highest percentage among the responses which is 73.94 and mean value of 4.21 on standard deviation 0.67, while the item "I find the organization cares for its employees scored the lowest percentage which is 39% with mean value of 2.08 and on standard deviation 1.01.

The overall average score of the job satisfaction on which ten items assessed (10) shows the job satisfaction in the area under consideration is supported slightly by majority of the respondents 62.06% with averaged mean score=3.31 and standard deviation=1.01 which is somewhat above minimum requirement though significant items were unsupported by several respondents.

Table 4.10 Perception of the employees on Job satisfaction

Job satisfaction items	N	Min.	Max.	Mean	Std. D.
I work in an environment where there is cooperation and respect	113	3	5	4.21	0.674
I feel my future in the organization is bright	113	3	5	4.21	0.674
I am satisfied with the core function of my role	113	2	5	3.58	1.092
I am satisfied with my chances for promotion	113	2	5	3.58	1.092
I am satisfied with the organizational structure	113	1	5	3.37	1.357
I am satisfied with the management team	113	1	5	3.37	1.357
I find my work challenging	113	1	5	3.15	1.377
I am motivated by job and am happy with it	113	1	5	2.78	1.387
I find my work is interesting	113	1	5	2.78	1.387
I find the organization cares for its employees	113	1	4	2.08	1.010
Job Satisfaction	113	23	43	33.12	4.647

This implies that the organization has different problems regarding organizational climate variables like teamwork, salary and benefit package, training, supervision, communication, and performance appraisal system. As a result, the organization has lost qualified employees due to lack of organizational climate and there is a need to make appropriate action for the variables which are poorly perceived by employees.

4.5 Organizational climate and job satisfaction by Gender

Chi-square is used to see if there is association between of organizational climate and job satisfaction with gender. As shown in the table 13 below, there is a significant association between gender, job satisfaction ($X^2(1) = 9.123, p < 0.003$) and organizational climate ($X^2(1) = 6.119, p < 0.013$). Females found to be more satisfied with their work and more positively perceived the organizational climate than male with the mean value of 34.25 and 88.67, respectively.

Table 4.11 Gender Association with job satisfaction and organizational climate

			Gender		Total	Pearson square	Chi- df	P
			Male	Female				
Organizational climate (Binned)	Low	High	41	19	60	6.119	1	.013
		High	24	29	53			
	Total		65	48	113			
Job Satisfaction (Binned)	Low	High	43	18	61	9.126	1	.003
		High	22	30	52			
	Total		65	48	113			

Besides the systematic differences in working qualities experienced by women and men, they have differences in their level of job satisfaction. In some research, the gender job satisfaction gap in favor of women has been attached to their lower job expectations (Campbell et al., 1976; Chui (1998). The noticeable disadvantage in the labor market might force women to reduce their job expectations. Other studies reveal that men and women have different values concerning the important factors in their jobs. Men focus on promotion prospects, payment, and job security while women are more concerned with good relations with supervisors and co-workers, the actual work and the working hours (Storrie et al,2008).

Most previous studies indicate that women’s job satisfaction is either significantly higher than men’s or no significant gender differences could be detected, and studies hardly found cases where men happened to have a higher job satisfaction than women (Clark, 1997; Long, 2005; Kaiser, 2007). As mentioned above, this finding appears to be a paradox given that women face disadvantages in the labor market with respect to employment (Azmat et al., 2006) and wages (Weinberger, 1998).

Murray and Atkinson (1981) and Mottaz (1986) argues two main explanations for the gender gap in job satisfaction and both relate to the expectation of the work dimension and gender differential reward accrued to these expectations. First, women are made to systematically have a lower level of importance or valence than men about numerous work attributes. This indicates that women should be more satisfied than men when doing the same jobs and they must be as satisfied as men even if working conditions are harsher for them.

Women tend to attach greater importance to both the intrinsic dimension of a job and work–life balance but men tend to recognize the greater importance of the extrinsic dimension related to financial benefits and career opportunities (Bonke et al., 2009). Sloane and Williams (2000) support this suggestion demonstrating a self-selection process in the sense

that men and women maximize job satisfaction given heterogeneous tastes. Women may show lower levels of valence attached to extrinsic work attributes and may not be certainly less satisfied than men or may even be more satisfied with their job than men still facing worse jobs with respect to salary and career opportunities (Kaiser, 2007; Poggi, 2010).

4.6 Organizational climate and job satisfaction by Job Level

The researcher has used chi-square to reach on conclusion about the existence of association of job level on job satisfaction and organizational climate (see Table 4.12). And the chi-square results indicate that the organizational climate and job satisfaction significantly associates with job level ($X^2(3) = 15.659, p < 0.001$) and ($X^2(3) = 17.642, p < 0.001$) respectively.

Table 4.12 Job level difference in job satisfaction and organizational climate

		Job Level				Total	Pearson Chi-square Value	df	P
		Assistants	Officers	Senior Experts	Managers				
Organizational climate (Binned)	Low	16	24	20	0	60	15.659	3	.001
	High	5	13	30	5	53			
	Total	21	37	50	5	113			
Job Satisfaction (Binned)	Low	11	29	21	0	61	17.642	3	.001
	High	10	8	29	5	52			
	Total	21	37	50	5	113			

Literature also confirms this finding in that there is a significant relationship between job level and income. When employees get the highest job level, and so is their income. This leads to more satisfaction among the employees. More satisfied workers, in turn, will have low probability to leave their employer and will have lower rates of absenteeism and have higher productivity (Shields and Ward, 2001). Happiness related literature also explains that human's well-being depends on relative rather than absolute income, and that the effects of income growth are fleeting. A higher income leads to more job satisfaction which is mostly related to showing relatively higher incomes than acquiring incomes in an absolute term.

4.7 Organizational climate and job satisfaction by Educational level

Chi-square test is also conducted to see the association of job satisfaction and organizational climate with educational level. To that end, the chi-square results indicated that, organizational climate and job satisfaction significantly associated with educational level ($X^2(3) = 13.711, p < 0.001$) and ($X^2(3) = 9.264, p < 0.010$) respectively.

Table 4.13 Level of education difference in job satisfaction and organizational climate

		Job Level			Total	Pearson Chi-square Value	df	P
		Diplom a	BA	MA/MS C& Above				
Organizational climate (Binned)	Low	6	36	18	60	13.711	2	.001
	High	6	14	33	53			
	Total	12	50	51	113			
Job Satisfaction (Binned)	Low	5	35	21	61	9.264	2	.010
	High	7	15	30	52			
	Total	12	50	50	113			

The stipulation of training will promote an increase in professionalism and broaden exploitation of management skills, while lack of training can result in frustration and lack of job satisfaction. Training is therefore critical for human resource planning, and marketing management. Like this, Wright, and Davis (2003) state that well-trained employees are aware about the expectations and responsibility of their jobs and will be able to add structural elements to their professionalism as they progress through their careers. However, in this study, it is found that when education increases job satisfaction decreases. This might have different reasons. One of which can be when people increase their education and talent, their expectation will be higher. This inter contributes to low levels of job satisfaction.

4.8 Organizational climate and Job satisfaction by Tenure

Chi-square test also carried out to assess the existence of association between the level of job satisfaction and organizational climate among the employees who differ based on their tenure.

The result from the chi-square indicated that, organizational climate and job satisfaction significantly associated with job level ($X^2(3) = 23.508, p < 0.000$) and ($X^2(3) = 11.221, p < 0.011$) respectively.

Table 4.14 Tenure difference in job satisfaction and organizational climate

		Job Level				Total	Pearson Chi-square Value	df	P
		1-3 years	4-8 years	9-12 years	More than 12 years				
Organizational climate (Binned)	Low	29	22	8	1	60	23.508	3	.000
	High	6	21	20	6	53			
	Total	35	43	28	7	113			
Job Satisfaction (Binned)	Low	25	24	11	1	61	11.221	3	.011
	High	10	19	17	6	52			
	Total	35	43	28	7	113			

There is not that much literature that related employee's length of service to their level of job satisfaction. The study is prefaced on the assumption that the less satisfied workers tend to resign while the more satisfied ones tend to remain in a job. But satisfaction is not the only reason to stay in one organization for a long time. People might work for one organization for a long time even if they are unsatisfied just because they are insecure to find another job, they have people who are dependent on their income, and optimism of getting a better job may keep them in each organization for a long time.

4.9 Job satisfaction and organizational climate

In the above analysis of job satisfaction and organizational climate, it demonstrated that job satisfaction and organizational climate associated with gender, tenure, education level and job level/position. This section tried to find out the existence of association and type of relationship between job satisfaction and organizational climate. Job satisfaction and organizational climate was grouped into ordinal scale using visual binning. Then the two variables association was checked up by using the chi-square test. The chi-square analysis showed that there is significant association between job satisfaction and organizational climate ($X^2(1) = 39.468, p < 0.001$).

Table 4.15 Chi Square test between Organizational Climate and job satisfaction

		Job Satisfaction (Binned)		Total	Pearson square	Chi- Value	df	p
		Low	High					
		Organizational climate (Binned)	Low					
	High	12	41	53			0	
	Total	61	52	113				

To find out the existence and the type of the relationship between organizational climate and job satisfaction analyses of linear regression has been undertaken. As it is shown in table 4.16 below, the result of linear regression indicates that positive and significant relationship between the organizational climate and job satisfaction exists ($r^2=0.666$, $n=113$, $p=.000$). The results showed there is a positive significant correlation between organizational climate and job satisfaction. This implies that dissatisfaction among the staff will hugely affect the organizational climate.

Table 4.16 Correlation Analysis between Organizational Climate and job satisfaction

		Job Satisfaction
	Linear regression	.666**
Organizational climate	Sig.	.000
	N	113

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

The social exchange theory is often used to explain the relation between organizational climate and job satisfaction. In the context of social exchange theory, the employer is devoted to building a relationship of long-term employment with the employees by fulfilling their needs through for example, offering the employees conducive work climate, administrative support, good working conditions, and growth opportunities, in return, employees will be committed to improving performance (Black, 1994). This kind of willingness to build a long-term relationship between the employer and employee is one of the key characteristics of a social exchange theory. The willingness of the employer is demonstrated by the employer's

effort to satisfy the needs of his/her employees by providing them with a good workplace climate and better management practices. These satisfied employees foresee a long tenure of employment, are willing to make unrestricted effort to contribute and are eager to take extra care of their productive activities for their employing organization.

4.10 Project Management Implication

The research findings implies that the organizational climate and job satisfaction averagely perceived by the employee's joint emergency operation project, thus organization has different problems regarding organizational climate variables like teamwork, salary and benefit package, training, leadership, communication, and performance appraisal system. As a result, the organization has lost qualified employees due to lack of organizational climate and there is a need to make appropriate action for the variables which are poorly perceived by employees. The implication of this finding to project management concepts will be at the heart of the joint emergency operation project. Project is a temporary endeavor undertaken to create a unique product, service, or result. In all projects, the teamwork is crucial for the success. Because of the teamwork, projects provide a way to find new insights; each member of the group has its own perspective which can be shared with the whole team to find the best way to execute the project. Other success factor in projects is the need to manage efficiently their life cycle; indeed, a good management it is a real challenge for organizations executing multiple projects at the same time with different life cycle and needs such us USAID. In fact, due to the amount of demands and factors surrounding multiple projects, organizations tend to compensate rather than reconcile conflicting demands.

Turner (1999) mentioned that those classic organizations that wish to manage successful different project, need to make huge changes to adopt the accurate organizational climate for projects. However, these companies can adopt organizational climate creating a hybrid environment or a project environment. In a hybrid environment, projects and operations work together, meanwhile in a project environment the management of the whole organization is through projects. Teamwork is the effective functioning of the team and as a result achievement of goals and dynamics. It is all about belonging and fitting to the team and organization. The finding showed that employees of the target organization have good perception on teamwork practice, and this will defiantly contribute for project success.

Leadership and communication are also at the heart of project management. When project leaders adapt their style to meet the needs of individual team members, the project is more likely to achieve a positive outcome. ... The more experienced that a project manager has, the more likely it is that this individual will lead a project team towards a successful project outcome. Effective communication results in all involved in the project understanding what is being communicated. This comes from spending time with the project team, being fully engaged and prepared to listen and understand the feelings which may be the key driver of the communication process. The key to the successful management of any large project is therefore highly dependent upon the following: A demonstrated leadership through a management organizational form capable of providing effective communication and management. A supportive organizational environment is a key factor in successful project outcomes; hence projects are undertaken within a context of organizational activity.

CHAPTER FIVE

SUMMARY OF FINDINGS, AND CONCLUSIONS

This chapter presents the summary of major findings of the study, conclusions derived from the analysis made research implication and project management implications. Moreover, based on the findings of the study possible recommendations are made for USAID joint emergency operation to maintain conducive organizational climate accordingly.

5.1 Summary and conclusion

The general objective of this study was to assess the relationship between organizational climate and job satisfaction in the case of USAID Joint Emergency Operation (JEOP) in Addis Ababa. In this study, 113 respondents participated in filling the questionnaire. Most respondents were females (57.5 %), while the rest were males (42.5%). The other demographic variable in this study was tenure and 51 (45.1%) of the respondents were graduate degree holders, 50 (44.2%) of the respondents are BA degree holders, and 12 (12.6%) of the respondents are Diploma or less than Diploma holders. Most respondents in the study had worked in the organization for 4 to 8 years, representing 43(38.1%) of the sample. Consequently, the least represented category with only 7(6.2%) respondents has more than 12 years of work experience in the organization. On the other hand, 35(31%) respondents had been with the organization for 3 years or less and 28 respondents (24.8%) had been working for 9-12 years.

In relation to the job position, the finding shows that most of the respondents representing 50 (44.2%) from the total respondent were senior level employees (Senior project officers, technical experts and consultants) which is followed by 37(32.7%) of junior staff. In line with this, assistants which include secretary, messengers and drivers were taken the third portion from the total respondents which is 37(32%) and the managerial category of the job positions take the smallest portion which is 5(4.4%). This implies that the existence of low job satisfaction which in turn causes high turnover in the organization under consideration.

Organizational climate dimensions were descriptively presented and analyzed. Among the dimensions the training and development had minimum score with mean score 2.88 and percentage score 48% while communication has the highest score with mean 3.24 and

percentage score 54%. This is an indicator that shows the employees of the organization have poor perception on training and development and majority of the respondents have good perception on the communication in the organization. Generally, the training and development package was below the minimum climate score one organization has to possess reflecting negative perception of the employees towards the organization. Consequently, this area needs special attention by the organization and the appropriate measure should be taken.

Job satisfaction and organizational climate was grouped into ordinal scale using visual binning. Then the two variables association was checked using chi-square test, there is significant association between job satisfaction and organizational climate. The relation between the organizational climate and job satisfaction as well as the organizational climates dimensions with job satisfaction was analyzed using the linear regression method. The result revealed that there was a positive and significant relationship between the two variables i.e., organizational climate and job satisfaction. It shows organizational climate variables and job satisfactions were highly and significantly related. Chi-square analysis is also conducted to know whether job satisfaction and perception of organizational climate associates with gender, educational level, job level and tenure. It is revealed that job satisfaction and perception of organizational climate significantly associates with all the four stated factors.

Finally, the results of this study revealed that organizational climate dimensions implementation influences the job satisfaction of employees. Therefore, it can be concluded that job satisfaction of employees in USAID joint emergency operations was average but not praiseworthy due to low practice of some organizational climate dimensions.

5.2 Recommendations

Based on the research findings the following recommendations are presented in order to create a conducive work environment and improve employee's job satisfaction for the USAID joint emergency operations. It is recommended that the organization should continue giving greater attention to the areas in which it is doing well and investigate ways to improve those areas it is doing poorly. These include:

§ The overall organizational climate variables are critical in establishing and making favorable environments for employees in which performance appraisal and supervision play a lion share. Thus, the senior management in collaboration with all concerned bodies need to examine the existing ways of practicing performance appraisal and supervision play in their office and if necessary, should make changes which can improve the job satisfaction of the employees.

§ The organization must investigate the issues and concerns of employees about training and development and salary packages. This dimension reported a negative perception as there is no conducive environment for training and development and as the salary and benefit package that the organization paid for them is low. Hereafter, the organization could see comparative market information and arrange different workshops where employees are informed of the value of their salary and benefit packages and it is also advised to implement essential career improvement for this dimension.

§ The organization should instantaneously implement a new on job training reform before the employees get more bored. The finding showed that the organization has lost highly skilled professionals due to lack of organizational climate. So, the organization should retain and care for its experienced employees by promoting them to better positions or by giving them different opportunities such as education and training within and outside the country. The organization should dedicate profoundly on training and development of its employees to create an overall team of skilled staff who can take over one another as needed, work on teams or independently without constant help and supervision from others, and to keep them well-informed with new technological changes. In this regard, the organizations should ensure management at all levels of organization and an employee at all job positions receives adequate training to achieve its objective.

5.3 Implication to Further Research

As it has been mentioned before, it is not possible to generalize this finding for all employees of the organization since USAID is a very big organization and JEOP is its one wing or branch as well as the same other organizations as the samples of this study cannot represent all. Therefore, additional studies should be conducted to explore the situation between organizational climate dimensions that are perceived, and which have a direct influence on the employee versus organizational climate dimensions that are perceived as external to or having an indirect influence on the employee and satisfaction levels. Also, additional branches should be included, other organizations of the same structure & level, inclusion of other dimensions of organizational climate variables included is suggested for generalizing the findings of this study area to the others. Furthermore, it will have great importance if future researchers can investigate the impact of organizational climate and job satisfaction on project performance, failure, and success.

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Appendix

Appendix I Questionnaire

Part one: Respondents' Background /Profile

1. Gender: Male Female

2. Work experience in the Organization

1-3 years 4-8 years 9-12 years >12 years

3. Educational level:

< Diploma Diploma Bachelor's Masters PhD

4. Current position: Assistant Senior Expert
 Junior Officer Management

Part Two: General questions related with the topic (objectives)

Please put tick (√) in the table provided for each given statement using the following scales

1= strongly Disagree; 2=disagree; 3=Neutral; 4=Agree; 5=strongly Agree

No.	Items	Scales/Rates				
		1	2	3	4	5
	Salary and Benefit Packages					
	I am fairly paid for my position					
	I am satisfied with my salary package					
	My salary package is fair in comparison with similar positions in the market					
	I am satisfied with my benefit packages					
	Teamwork					
	Management encourages collaboration and teamwork					
	My co-workers help each other					
	I understand the nature of the role I play within my team					
	I prefer to work as part of a team					
	The management and employees treat one another with respect					
	There is fear among the team members					
	Leadership					
	I feel that the management is building a positive work environment					
	My immediate leader sees and positively responds to issues I raise to him/her					
	The management style of my immediate leader is generally participative					
	My immediate leader reflects strong leadership skills					
	My immediate leader positively responds to customers					
	My immediate leader is knowledgeable and handles well his/her work					
	Training and Development					
	Training and development is given for employee based on the job needs					
	Development and Training is provided based on political ideology					
	Clear promotion criteria are available in the organization					
	Communication					
	The direction and goals of the organization are communicated to all employees regardless of position.					
	There is clear communication among employees in my organization					
	The communication and strategic plan of my organization is transparent and two ways					
	I am freely communicating with my staff as whole without fear of reprisal					
	Performance Appraisal					
	My performance is appraised based on pre-planned activities and actual performance					
	Appraisal result and employee performance is really match and practical					
	I am satisfied with the way my work is evaluated					
	I am satisfied with the recognition given to my good work					
	Job Satisfaction					
	I am motivated by job and am happy with it					
	I work in an environment where there is cooperation and respect					
	I am satisfied with the organizational structure					
	I am satisfied with the core function of my role					
	I find the organization cares for its employees					
	I find my work challenging					
	I find my work is interesting					
	I feel my future in the organization is bright					
	I am satisfied with the management team					
	I am satisfied with my chances for promotion					

Appendix-II Interview Questions

PART III: Interview Questions (Management)

1. Do you think, your employees are satisfied with your organization's Salary and Benefit Packages and what attempts are done to satisfy your organization's employees?

2. Do you think that your employees are good relationship with each other and with management?

3. What are the preconditions required to give training and development for the employees in your organizations?

4. Do you think the organization's management and leadership styles are self-servant or civil servant? Why?

5. Does your organization believe that there is dual and healthy communication within your employees?

6. Is that the performance appraisal of your organization is pre-known by all employees and owned before performance appraisal is measured?

7. Do you think that your employees generally satisfied with their jobs with the current salary grade?

Appendix-III INFORMED CONSENT

Research Title: Assessment of Organizational Climate and Employees' Job Satisfaction: The Case of USAID Joint Emergency Operation (JEOP) in Addis Ababa

Please read this consent document carefully before you decide to participate in this study.

Purpose of the research study: This study perhaps helps the USAID Joint Emergency Operation (JEOP) to identify organizational climates which are poorly perceived by its employees.

What you will be asked to do in the study: To please complete all sections/parts, including demographic information

Time required: Approximately 10-15 minutes.

Risks and Benefits: No more than minimal risk. There is no direct benefit to the participant in this research. However, , the finding of the study might help the USAID JEOP, managers, practitioners and academicians to compare and contrast the theory and the reality.

Compensation: There is no compensation for participating in this study.

Confidentiality: Your identity will be kept confidential to the extent provided by law. The results will be statistically tabulated and categorized to gain insight as to how this specific population answers the survey questions; subsequently, determinations will ensue during the final phase of the study and be made available to you if you so desire.

Voluntary participation: Your participation in this study is completely voluntary. There is no penalty for not participating.

Right to withdraw from the study: You have the right to withdraw from the study at any time without consequence. You do not have to answer any questions you do not want to answer.

Whom to contact if you have any questions about the study or about your rights as a research participant in the study:

Medhanit Walelign

Email: Medhanit.Walelign@gmail.com

Disclosure: I have read and understand the procedure described above. I voluntarily agree to participate in this study and have received a copy of this description. (You may keep this document. No signature necessary).