



**The Effect of Organizational Culture on Job
Satisfaction in the Ministry of Science and Technology**

**A Thesis Submitted to the School of Commerce of Addis Ababa
University in Partial Fulfillment for the Award of Master of Arts in
Human Resource Management**

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Declaration

I the undersigned declare that this thesis (The Effect of Organizational Culture on Job Satisfaction with special reference to Ministry of Science and Technology) is my original work. It has not been submitted for a degree in other university and all the materials used in this study have been duly acknowledged.

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Statement of Certification

This is to certify that **Elizabeth Mulugeta Mamo** has carried out her research work on the topic entitled “The Effect of Organizational Culture on Job Satisfaction with special reference to Ministry of Science and Technology” is her original work and is submitted for examination with my approval as thesis.

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This is to certify that the thesis entitled, “The Effect of Organizational Culture on Job Satisfaction with special reference to Ministry of Science and Technology” was carried out by Elizabeth Mulugeta under the supervision of Fesseha Afewerk (Asst. Prof.), submitted in partial fulfillment of the requirements for the degree of Master of Science in Human Resource Management complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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Acronyms and Abbreviations

JSS: Job Satisfaction Survey

HR: Human Resource

MoST: Ministry of Science and Technology

OCAI: Organizational Culture Assessment Instrument

SPSS: Statistical Packages for Social Science

Abstract

The purpose of this study was to examine the effects of organizational culture (hierarchy, market, Clan, adhocracy) on job satisfaction in the Ministry of Science and Technology. A mixed design was employed in this study. The study included 86 employees. Data were collected using questionnaires, interview, and document analysis. Data were analyzed using statistical tools like frequency, percentage, mean, spearman rho correlation coefficient, Mann Whitney U test and Multiple Regression. Moreover, data gathered through interview and document analysis were analyzed in narrative form to complement the quantitative finding. The findings of this study revealed that adhocracy culture was the dominant culture in the Ministry. On top of this, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, the level of employees' job satisfaction was higher in the Ministry. Moreover, 29.6% employees' job satisfaction is explained by organizational culture. On the other hand, there were no relationship between respondents' background characteristics (sex, levels of education, and work experience) and employees' job satisfaction. Based on the findings, it was concluded that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance. Such effort is in light with the goals of the Ministry i.e. innovating new ideas and technologies that can contribute for the development of the nation. In line with the above findings and conclusions, the leaders of the Ministry should review employees' job satisfaction from time to time. This is because job satisfaction might lead to employees' commitment and high performance that can enhance the achievement of Ministry's goal.

Keyword: *Organizational culture, hierarchy culture, market culture, clan culture, adhocracy culture and job satisfaction*

CHAPTER ONE

INTRODUCTION

This chapter deals with background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, definition of key terms and organization of the study. The details of each theme are presented hereunder.

1.1. Background of the study

The attention to organizational culture has increased in the late 1980's and early 1990's when US companies failed to compete with their Japan counterpart in terms of organizational effectiveness (Ojo, 2010). An organizational success or failure is largely dependent up on the given organizational culture (Sawner, 2000). It is frequently held accountable for organizational ills and, on occasions, praised for creating positive qualities (Baker, 2004). The available literatures indicate that organizational culture has impact on employee attitudes (Cameron & Quinn, 2011). In addition to this, various studies have shown the influence of organizational culture on job satisfaction and organizational commitment (Cameron & Freeman, 1991; Goodman, Zammuto, & Gifford, 2001; Lok & Crawford, 2004; Peters & Waterman, 2004; San & Kim, 2009).

Organizational culture is a multidimensional concept and socially constructed (Hofstede, Neuijen, Ohavy & Sanders, 1990). This culture shows the direction how members of an organization perform their duties and how they are committed to the realization of organizational goals. Schein (1985) defined organizational culture as a set of beliefs, values and assumptions that is shared by the employees of an organization. In the studies of organization and management, organizational culture is as equally important as the structure, strategy, and control of an organization (Hofstede, 1998). Cameron & Freeman (1991) identified four different types of cultures: clan, adhocracy, hierarchy, and market. Every organization can and does have different aspects that identify their type of culture (Lund, 2003). In addition, organizational culture is a set of value system that can

enhance an organization to run a successful business in dynamic environment (Schneider, 1983). Organizational culture has the power to glue the employees and helps to understand the functioning of the organizations by sharing its vision, mission, norms, values, rules, and regulation (Deshpande & Webster, 1989). Those employees who understand organizational culture well will have greater job satisfaction (Li, 2013).

Much of the organizational literatures have focused on the link between organizational culture and organizational outcomes (Hartnell, Ou, & Kinicki, 2011). Former research has shown fundamental relationships between different cultural types and a variety of specific organizational outcomes including team effectiveness, employee job satisfaction, employee involvement, turnover intentions, customer service, organizational profit, market performance and organizational commitment (e.g., Hartnell et al., 2011; Lukas, Mohr, & Meterko, 2009; Meterko, Mohr, & Young, 2004). Although the existing researches present evidence of the impact of organizational culture on organizational outcomes, still some scholars suggested for additional empirical study on how organizational culture affects those outcomes (Gregory et al. 2009). One potentiality is that organizational culture influences the attitudes of employees, which in turn encourages or contributes to such organizational outcomes as the support employees believe is provided by the employer, the satisfaction that the employee feels toward their job and any intentions the employee may have to leave the organization (Gregory et al. 2009; Aydin & Ceylan, 2008).

Nowadays, managers need to focus on implementation of the already formulated policies (Snipes, Oswald, LaTour & Aremnaksi, 2005). Different job characteristics might lead to positive or negative job satisfaction for employee (Agho, Mueller & Price, 1993). The prevalence of high job satisfaction will pay off through the employee performances (Sempene, Riger & Roodt, 2002). The study of Silverthorne (2004) showed that organizational culture can play an important role for the level of employee job satisfaction. Moreover, job satisfaction can be linked to organizational culture because employees whose individual values are closely matched to those of the organization (as exemplified

by the organization's culture) have been shown to exhibit greater satisfaction from their jobs (Aydin & Ceylan, 2009). Nevertheless, according to Lund (2003), relatively fewer studies have investigated on the relationship between organizational culture and job satisfaction. Indeed, numerous studies have shown that employee job satisfaction is differentially affected by the various cultural archetypes (Bellou, 2010; Ying & Ahmad, 2009).

Sometimes culture may be a liability and its dysfunctional aspect should not be ignored. If not managed properly, then it will have an effect on the organization's effectiveness because from an employee stand point culture is valuable as it reduces risk (Robbins, 1989). But still the key to both job satisfaction and job performance are the managers, the supervisors in the organization and the support they provide. When they value participation, affirm diversity and establish a workplace environment of mutual commitment, they enable themselves and their employees to balance job satisfaction and job effectiveness (Ed & Margy, 2004). In order to increase employee's job satisfaction there by organizational effectiveness, managers should understand the impact of culture on the employees' satisfaction level and should also be taking advantage of it. Such effort requires understanding of currently existing norms and accepted behaviors through periodic assessment. In the meantime, measures should also be taken in timely fashion to address problems, if any. Thus it is timely to see the relationship between organizational culture and job satisfaction in MoST. To that end, current study will illustrate these types of culture (clan, adhocracy, hierarchy, and market) by analyzing the Competing Values Framework from Quinn and colleagues. This framework is used when culture is related to the organizational performances and is the basis for the four aforementioned types of culture.

1.2. Background of the Organization

Ministry of Science and Technology (MoST) that is the target area of the research, was established for the first time in December 1975 by proclamation No.62/1975 as a Commission. Following the change in government in 1991 and with the issuance of the new economic policy, the Commission was re-established in March 1994 by Proclamation No.91/1994. The commission went into its 3rd phase of re-institution on the 24th of August 1995 by Proclamation No.7/1995, following the establishment of Federal Democratic Republic of Ethiopia as an Agency. Later on, in 2008 the government upgraded the Agency as one of the Cabinet Ministries accountable to the Prime Minister and the Council of Ministers by the proclamation No. 604/2008 and reestablished recently too in October 2010 according to definition of powers and duties of the executive organs of the Federal Democratic Republic of Ethiopia proclamation No. 691/2010. The Ministry's vision is to see Ethiopia entrench the capacities which enable rapid learning, adaptation and utilization of effective foreign technologies by the year 2022/23(www.most.gov.et).

1.3. Statement of the Problem

Every organization functions within a unique culture and it becomes more widely recognized in contemporary discussions of organizational effectiveness that managers and their subordinates have to develop understanding of their cultural contexts if their organizations needs to perform effectively (Cameron & Quinn, 2011; Harrison & Stakes, 1992). The main focus will be how to relate organizations more closely with their cultural settings in order to enhance optimal performance.

Organizational culture is the way that a company operates. It refers not to specific processes, such as when the fiscal year ends or what type of software is used, but rather to atmospheric and relational aspects of how an entity does business. For example, one company might be quite strict about start and end times while another might be more lenient or flexible. One company might offer on-site daycare and encourage employees to

visit their children throughout the day, while another might expect that personal life be kept strictly separate. Other areas of cultural difference can be seen in how information is communicated within the company; how management styles vary; and the way employees are encouraged to treat vendors, clients and colleagues (Schein, 1985).

Organizational culture stands as the center from which all other factors of human resource management derive. It is believed that culture stands as commitment, motivation, morale, and satisfaction. According to Wallach cited in Anas (2009) suggested that individual job performance and favorable job outcomes, including job satisfaction, propensity to remain with the organization and job involvement depend up on the match between an individual's characteristics and the organization's culture. But sometimes culture may be a liability and its dysfunctional aspect should not be ignored. If not managed properly, then it will have an effect on the organization's effectiveness because from an employee stand point culture is valuable as it reduces risk (Robbins 1989). But still the key to both job satisfaction and job performance are the managers, the supervisors in the organization and the support they provide. When they value participation, affirm diversity and establish a workplace environment of mutual commitment, they enable themselves and their employees to balance job satisfaction and job effectiveness (Ed and Margy, 2004).

In addition, various scholars agree that job satisfaction in the workplace lead to innovation, creativity in business, increase service, reduce employee turnover, and increase mental and physical health of employees (Delfgaauw, 2007; Saatchi, 2003). As per to those scholars who emphasize the importance of job satisfaction and organizational commitment workers attempt to quit their jobs when they feel uncomfortable with an organization-specific job domain. On the contrary, when workers are dissatisfied with a job domain, which differs significantly across jobs within an organization, they normally consider for another position in their current organization or quit the organization.

As per the information gathered from the human resource management office, the Ministry has been recruiting various employees from time to time as there is high employees' turnover in the Ministry that might be due to employee job dissatisfaction at

MoST. If the employees frequently leave the organization, a given organization always receive inexperienced employees and that might lead to inefficiency and ineffectiveness in accomplishing its goals. The Ministry is assumed to have well experienced and well educated experts to achieve its goal. Nevertheless, the Ministry has been losing well experienced employees from time to time. Such practices create the gap i.e. what is intended and what is on actual practices. As far as the researcher readings are concerned, the researches that deal on the relationship between organizational culture and job satisfaction is scant (for e.g., Biniyam, n.d; Meron, 2015) in Ethiopian context in general and in the Ministry of Science and Technology in particular. There is no similar study conducted on the relationship between organizational culture type and job satisfaction at Ministry of Science and Technology. As per unpublished studies in MoST, in 2005 E.C. the organization makes internal studies with regard to job satisfaction. The study comprises on salary, benefits and turnover with job satisfaction. However, the impact of organizational culture with job satisfaction has not been studied and the problem of turnover continues. These are the cases, which call for the study to be undertaken in the Ministry. Therefore, by studying the impact of organizational culture on job satisfaction, it is possible to increase job satisfaction there by organizational effectiveness. This however requires understanding of currently existing norms and accepted behaviors through periodic assessment. It is, therefore, necessary to assess the relationship between organizational culture type and job satisfaction in the Ministry of Science and Technology.

1.4. Research Questions

In order to achieve the objective of the research the study aims to answer the following basic questions:

1. What is the existing dominant culture type of Ministry of Science and Technology?
2. What is the level of overall job satisfaction in Ministry of Science and Technology?
3. What is the relationship between the organizational culture and job satisfaction?

4. What is the effect of perception about culture on satisfaction in Ministry of Science and Technology?
5. What is the relationship between employees' background characteristics and job satisfaction?

1.5. Objectives of the Study

The study was conducted by drawing from both general and specific objectives which are clearly stated as shown below:

1.5.1. General Objective of the Study

The overall objective of the study was to assess the effect of organizational culture type and job satisfaction in Ministry of Science and Technology.

1.5.2. Specific Objectives of the Study

- To identify the dominant existing organizational culture in Ministry of Science and Technology.
- To identify the level of job satisfaction in Ministry of Science and Technology.
- To examine the relationship between organizational culture and employees job satisfaction in Ministry of Science and Technology.
- To examine the effect of perception about culture on employee satisfaction in MoST?
- To examine the relationship between employees background characteristics (sex, age and experience) and employees job satisfaction in Ministry of Science and Technology.

1.6. Significance of the Study

In addition to achieving its general and specific objectives, the study is significant in that:

- ❖ It might give highlight for those who may develop interests to make further study on similar topics.
- ❖ It might inform the management of the organization about the existing cultural setting in their organization and alarms them to take appropriate actions if they need to.

1.7. Delimitation of the Study

For the manageability purpose, current study was delimited to Ministry of Science and Technology in Addis Ababa to examine the effects of organizational culture type on job satisfaction. The Ministry has offices in other regions of Ethiopia. However, the study covered the Ministry of Science and Technology that is found in Addis Ababa. It would have been better to include the branches of the Ministry that are found in regions nevertheless because of the scarcity of resources, the researcher forced to delimit herself to the Ministry only. There are different organizational culture dimensions and job satisfaction dimensions. However, this study was delimited to the study of organizational culture through its dimensions— clan, adhocracy, hierarchy, and market and overall job satisfaction. Time wise, the study used documents of the Ministry used as secondary data that cover the period July 2015- March 2017 G.C which shows trends of employee turnover. This is because the old data's are not available as the Ministry structured and move to new office building.

1.8. Limitation of the Study

Currently, it seems that it is difficult to get back the already distributed questionnaires as intended. In addition, because of boring nature to fill the questionnaire, respondents might simply rate without reading the concept of the items. Another limitation is an important type of culture for one person is not necessarily so important for another.

This makes it difficult to judge whether certain type of cultures are predominantly better than others.

1.9. Definition of Key Terms

Job satisfaction: “An attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them” (Spector, 2003, p. 210).

Organization: It is defined as a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective (Mullins, 2004).

Organizational Culture: Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goal (Jones and George, 2006).

1.10. Organization of the Study

This study has five chapters. The initial chapter provides background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, limitation of the study, and definition of key terms. Chapter two was devoted to a review of the related literature on the concept of organizational culture, types of organizational culture, levels of organizational culture, concept of employee job satisfaction, theories of job satisfaction, factors affecting job satisfaction, dimensions of job satisfaction, and the relationship between organizational culture and employees' job satisfaction. The third chapter presents research design, data sources, sampling technique, instruments of data collection, procedures of data collection, methods of data analysis and ethical considerations. The fourth chapter deals with the presentations, analysis, and interpretation of data. Finally, chapter five summarizes the investigation up on bringing the findings obtained, the conclusions drawn, and the recommendations made.

CHAPTER TWO

REVIEW OF THE RELATED LITERATURE

This chapter deals with the review of the related literature on organizational culture, types of organizational culture, levels of organizational culture, job satisfaction, job satisfaction theories, factors affecting job satisfaction, dimensions of job satisfaction and empirical evidences on the relationship between organizational culture and employees job satisfaction. Further, the literature was reviewed from two angles i.e. theoretical and empirical reviews. The detail of each theme presented hereunder.

2.1. Theoretical Review

2.1.1. Organizational Culture

The definitions of organizational culture are inconsistent and vary from scholar to scholar and from expert to expert. The concept of culture originated from the blend of many disciplines like organizational psychology, social psychology and social anthropology. They have produced a literature rich in descriptions of alternative cultural system containing profound implication for managers working outside their native countries (Kotter & Heskett, 1992). Although there is no acceptable universal definition for the concept organizational culture, there seems agreement on impact of culture on organizational effectiveness. Thus, it is better to see some of the definitions of organizational culture. For instance, Mullins (2004) defined organizational culture as reflecting the underlying assumptions about the way work is performed; what is 'acceptable and not acceptable'; and what behavior and actions are encouraged and discouraged. In similar vein, Schein (1984) defined the term organizational culture as follows:

Organizational culture is the pattern of shared basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems (p. 3).

This definition captures the difficulty that organizations face in reconciling the divergent goals and actions of its members while simultaneously recognizing the difficulty of that challenge (Sawner, 2000). Similarly, Denison (1990) defines organizational culture as “underlying beliefs, values, and assumptions held by members of the organization, and the practices and behaviors that exemplify and reinforce them.” In Denison definition we can understand that the beliefs, assumptions and values of the people are what organizational culture mean. In similar vein, Maslowski, 2001 defined organizational culture as “Distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another” (p. 1). Even though the concepts are defined differently by different scholars they have one central theme i.e. culture is the identity of a given organization that binds members of the organization for the realization of the desired goals. As per to various investigators, organizational culture has the following characteristics: socially constructed, historically determined, related to anthropological, soft and difficult to change (Hofstede et al., 1990). It also can be divided into a visible and an invisible part. The visible parts (symbols, heroes and rituals) of a culture are the practices of the organization, while the invisible parts are the values of the organization. Only the visible parts of an organization can be changed by anyone’s plan (Hofstede, 1998).

As a comprehensive concept that includes belief, ideology, custom, norm, tradition, knowledge, and technology, organizational culture is an essential factor that influences the behavior of an organization and its members (Li, 2013). In this study, organizational culture is conceptualized using the Competing Values Framework Approach (CVF) by Cameron & Freeman (1991). CVF provides a method for helping managers and their organizations analyze their culture and develop reliable and valid measurement tools, and thus, it is widely used as a framework to diagnose organizational culture. Competing Values Framework Approach (CVF) yields four cultural types: clan (collaborate), market (compete), adhocracy (create) and hierarchy (control). The overview of each culture type is presented under types of organizational cultures.

2.1.2. Models of Organizational Culture

In the body of literature, scholars developed different models on organizational culture that include different traits driven by beliefs and assumptions that create unique organizational culture. Scholars like Dolan and Lingham (2012) have identified and summarized major organizational culture models such as Deal and Kennedy Model, Charles Handy Concept, and Edgar Schein Model. In addition, Denison model of organization culture is also part of this section. Common to all model of culture and the linkages to organizational success assert that values of employees need to be aligned with vision and mission of the company.

2.1.2.1. Deal and Kennedy Model

Dolan and Lingham (2012) summarized the model as follows. The model measured organization in terms of feedback. Accordingly, four type of organizational culture were developed. These are, Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture.

The first Tough-Guy Macho Culture where by feedback is quick and the rewards are high. This often applies to fast moving financial activities such as brokerage and it is very stressful culture in which to operate. Secondly, The Work Hard / Play Hard Culture is characterized by few risks being taken, all with rapid feedback. This is typical in large organizations, which strive for high quality customer service. Thirdly, Bet your Company Culture in which big stakes decisions are taken, but it may be years before the results are known. Typically, these might involve development or exploration projects, which take years to come to completion, such as oil prospecting or military aviation. Fourthly, Process Culture which occurs in organizations where there is little or no feedback. People become suspicious with how things are done not with what is to be achieved. This is often associated with bureaucracies.

2.1.2.2. Charles Handy Concept

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture.

A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy

A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power.

A Task Culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.

A Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

2.1.2.3. Edgar Schein Model

The last organizational culture model that Dolan and Lingham (2012) tried to summarize is Edgar Schein Model. This organizational culture model is described by three cognitive levels of organizational culture. At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer. These includes facilities, offices, furnishings, visible awards and recognition, the way that its members dress, and how each person visibly interacts with each other and with organizational outsiders.

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are

the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules' exist without the conscious knowledge of the membership.

The above three models encompasses organizational culture traits from psychological or personality perspective and mainly the third is designed and created within the academic environment which uses non-business language. To the contrary, Denison organizational culture model, which is discussed in the subsequent paragraphs, is behaviorally based that are designed and created within the business environment. And it is applicable to all levels of the organization in which business language is used to examine business results.

2.1.2.4. Denison Model

Denison and Neale (2011) identifies four cultural traits Involvement, Consistency, Adaptability and Mission. These underlying traits are expressed in terms of a set of managerial practices and measured using the twelve indices that make up the model (Denison & Neale, 2011). The below succeeding paragraphs briefly discuss each of the four organizational culture traits and their respective indices.

2.1.3. Levels of Organizational Culture

According to Schein (1985) many definitions of culture give primacy to the cognitive components, such as assumptions, beliefs and values. Others expand the concept to include behaviors and artifacts (Rousseau, 1990) leading to a common distinction between the visible and hidden levels of organizational culture. Gagliardi in Tosi and Rizzo (2000) developed three multidimensional and multilevel nature of organizational culture on the bases of basic values, the way they are reflected and modes of implementation. Rousseau (1990) in his critique of research, who concentrates one of few attributes, proposes a multi-layered model, which he structured as a ring. Rousseau's rings were organized from readily accessible i.e. outer layer to difficult to access i.e., inner layers.

Rousseau's model appears to capture all the key elements of culture "a continuum from unconscious to conscious, from interpretative to behavior, from inaccessible to accessible". But whilst Rousseau asserts that the layers of culture associated with values, beliefs, and expectations constitute the primary elements in organization researchers' conceptualization of culture it would appear from other critical researchers' view point that in fact most research has concentrated on those more visible outer layers. At this point it should be highlighted that many researchers use the same terms of organizational culture but for different meanings. Thus Rousseau's "values" are inner or hidden" and the primary elements in organizations, while Schein's "values" are visible "dominant values espoused by organization" i.e., values are not the primary elements in organizations. Rather, Schein's primary elements are assumptions. Many scholars in the field adopted Schein's (1985) classification of cultural levels. Schein's model consists of three layers that differ regarding their visibility within an organizations and their consciousness among organizational members.

The first level of Schein's classification scheme consists of artifacts and practices. In cultural artifacts, the basic assumptions, values and behavioral norms of the organization are visualized. For instance, symbolic objects to which organizational meanings has become attached-can include titles, parking places, special dining rooms, office size, location, and furnishings and other position and power (Williamson, 1981). In any organization, the specific symbols will be unique and related to the shared perspective of members. Symbols can also distinguish status and power differences between individuals and groups at the same level (Tosi, et al., 2000). This level of culture also consists of practices. In these practices or behavioral patterns, the underlying assumptions, values and norms come to the surface. These practices are not the result of any formal agreement or arrangement between employees, but developed from socially accepted or reinforced behavior of employees (Deal, 1985). Practices essentially refer to the customs, "the way use do things around here", or to the rituals in organization.

The second level consists of values and norms. Values refer to what organizational members believe to be good, right or desirable. Values, therefore, are to be considered standards of desirability; they reflect what is conceived to be important to pursue or worth striving for in organization (Maslowski, 2001). Although organization members are not always conscious of the values that guide their behavior, most are able to express their core values (Deal, 1985).

The third and the “deepest”, least tangible level of culture consists of basic assumptions shared by organizational members, which comprises the core of organizational culture. Assumptions refer to taken-for-granted beliefs that staff members perceived to be “true” (Schein, 1985). Because of their taken-for-granted nature, organizational members often are no longer aware of the assumptions that underlie the daily interpretations of their duties. These assumptions are likely to remain unconscious until other organizational members and other external body challenges them (Maslowski, 2001). Generally, it is clearly shown that organizational culture elements could be analyzed at different levels, based on the degree to which the cultural elements are visible to individuals. Some managers focuses on the most outer or visible cultural elements while others on the most inner or invisible cultural elements. As the organization matures, artifacts take on a primary role in creating and sustaining the culture. Thus, the organization’s future leaders will learn acceptable ways to behave through such artifacts as the organization’s structure, systems and procedures, rites and rituals, and myths and legends.

Organizational structure: May reflects the leader has consciously held values. When leaders believe they must exert strong day- to- day control, they set up a centralized hierarchy with tight controls. Leaders who believe the organization competitive advantage lies in its people choose a decentralized structure that leader’s authority (Ladibo, 2005).

Systems and procedures: Every organization has routines procedures, reports, and other regular tasks. Their existence gives employees a degree of certainty and predictability. They also reinforce the organization’s culture. An organization that values collaboration

among employees might set up regular meetings among employees from several functions. An organization that assumes top managers should have the final say would set up review processes in which top managers could make decisions and issues orders (Ladibo, 2005).

Rites and Rituals: When people think of “organizational culture”, they often think of the organization’s rites and rituals. These are ceremonies incorporating forms of cultural expression such as recounting legends. Typically, they have a prescribed form and are repeated according to the custom of the culture (Ladibo, 2005).

Stories, Legends and myths: Overtime, organizations create and preserve stories, legends, and myths. These (often-true) anecdotes are widely recounted within the organization. They tell of how the organization’s leaders, handled a crisis or a surprise. These stores reinforce underlying assumptions and they teach new employees about the organization’s assumptions. Stories, legends, and myths are a powerful but hard to manage category of artifacts. They are powerful because they can stir emotions and are readily passed from one employee to another. Managers can actively recount stories that reinforce the values they consider important (Ladibo, 2005). Generally, it is clearly shown that organizational culture elements could be analyzed at deferent levels, based on the degree to which the cultural elements are visible to individuals. Some authorities focuses on the most outer or visible cultural elements while others on the most inner or invisible cultural elements. The following section presents employees job satisfaction, job satisfaction theories, factors affecting job satisfaction and dimensions of job satisfaction.

2.1.4. Cultural Dimension

One way to study organizational culture is by analyzing its dimensions. These dimensions are related to the work environment in an organization (Akaah, 1993). In 1983, Wallach investigated organizational culture by means of three dimensions; the innovative, the bureaucratic, and the supportive dimension. Most organizations are a combination of these aforementioned dimensions, but generally there is one dimension that is dominant in

an organizational (Silverthorne, 2004). Below each dimension is explained with the typically characteristics.

Innovative dimension: The norms in the innovative dimension are challenge and risk tasking. Employees are free to try new ways of working without the fear to failure (Akaah, 1993). Koberg and Chusmir (1987, p. 398) stated that this culture is described by the adjectives: ‘risk taking, result oriented, creative, pressurized, stimulating, challenging, enterprising, and driving’. The most typical outcome in this culture is growth in sales, through the aforementioned characteristics (Berson et al., 2008).

Bureaucratic dimension: This dimension emphasizes on efficiency, rules, and regulations (Berson et al., 2008) and has clear lines of responsibility and authority (Koberg and Chusmir, 1987). Organizations with a high bureaucratic dimension will highlight consistency and predictability through rules, procedures, and structures (Berson et al., 2008). The study of Adler and Borys (1996) showed that the characteristics of this dimension are formal, specialized, hierarchical, and inflexible. Organizations with a bureaucratic dimension can often cause negative reactions from employees (Berson et al., 2008).

Supportive dimension: Koberg and Chusmir (1987) showed that the supportive dimension is warm, trusting, sociable, friendly, and relationship oriented. The organization tends to be like a family for their employees. Berson et al. (2008, p. 617) stated that the work environments of the supportive dimension ‘is characterized by trust, safety, and an encouraging a collaborative atmosphere’. Managers, who work in such social group, create an open relationship with their employees. In an organization where the culture can be seen as a family, the employees feel committed to the organization. Consequently, employees’ obligation goes further than only their salary. Furthermore, the members share the organizational values and belief through commitment to the organization (Akaah, 1993).

An organization can describe an organizational culture by means of the aforementioned dimensions. Each culture type has characteristics for leading the organization and how the employees feel and work. These dimensions highlight distinct

forms of organizations and are addressed in most culture typologies (Berson, Oreg and Dvir, 2008). This thesis will continue on the several types of organizational culture of Cameron and Freeman (1991). These types can be illustrated with the Competing Values Framework of Quinn and colleagues.

2.1.5. Job Satisfaction

Job satisfaction is one of the most important and heavily researched areas of inquiry in the field of industrial-organizational psychology. Even though, it is difficult to find consistent job satisfaction definition in the literature (Bonner, Hayes & Pryor, 2010), with regard to its meaning there is agreement among scholars (Okpara, 2006). Let's see some of the definitions of job satisfaction hereunder.

Evans (1997) views job satisfaction as a state of mind encompassing all those feelings determined by the extent to which the individual perceives his/her job-related needs to be meeting (p. 833). In similar vein, Schmidt (2007) stated that job satisfaction refers the degree of understanding the attractiveness of a given job to an individual. On top of this, it is an affective reaction to a job that results from the person's comparison of the actual outcomes with those that are desired, anticipated or deserved (Okpara, 2006).

Similarly, Saiyadain's (2007) view of job satisfaction, namely as an employee's end-state of feeling after accomplishing a task. This feeling may lead him/her to have either a positive or a negative attitude towards the job. Accordingly, Armstrong (2006) defined the term job satisfaction as the attitudes and feelings people have about their jobs. For Armstrong, positive or favorable attitudes about the work and the work environment indicate job satisfaction, and the inverse, referring to negative or unfavorable attitudes towards the work indicate job dissatisfaction.

Job satisfaction may also refer to the fulfillment acquired by individuals in respect of the various job activities, and the rewards for their jobs and job-related matters. According to Spector (1997), job satisfaction refers to the extent to which employees or

individuals like or dislike their jobs and the various aspects of their jobs. For Spector (1997), job satisfaction can be a diagnostic indicator of how a person is doing in one of the major domains of his or her life-role. Spector further stated that the absence of job satisfaction suggests that a problem exists either in the job or in the person, whereas job satisfaction is indicative of good work-adjustment and positive well-being. Falkenberg and Schyns (2007) are in agreement with the definition given by Spector, and argue that the term job satisfaction is seen as satisfaction with different aspects of the job and the work environment/situation.

Employee job satisfaction refers to the overall attitude and views of teachers toward their working conditions and profession (Hongying, 2008). It denotes the extent to which teachers are happy with their jobs and the different aspects thereof. The definitions given above suggest that the job satisfaction of employees in Ethiopia includes the overall feeling they may have about their work when they evaluate their job and their job-related experiences or work factors. Work factors include salary and benefits, management, work characteristics, and interpersonal relationships.

2.1.6. Job Satisfaction Theories

Job satisfaction has been the focus of much research in the developed countries (Papanastasiou & Zembylas, 2006), and has been the topic of interest of researchers and practitioners in many fields, including organizational psychology, public administration, education, and management (Kim, 2005). These researchers have formulated many generic theories, and have attempted to explain job satisfaction in the workplace. In an effort to understand the nature of job satisfaction, Green (2000) concluded that there are three theoretical frameworks of job satisfaction, namely content or needs theories, process theories, and situational models of job satisfaction. All of these frameworks may be useful to a greater or lesser extent to understand the job satisfaction of Ethiopian employees.

According to Amos, Pearson, Ristaw, and Ristaw (2008, p. 175), the needs or content theories focus on the individual factors within each person that initiate, guide, sustain, or stop behavior. Needs theorists attempt to stipulate particular needs that must be satisfied, or the values that must be attained, for an individual to be satisfied with his or her job. Process theorists, according to Green (2000), argue that overall job satisfaction is determined by the interaction between expectancies, values, and needs. The third theoretical framework of job satisfaction, the situational models (Durick & Glisson, 1988; Glassman, McAfee, & Quarstein, 1992), assume that the interaction of variables such as job characteristics (e.g., the nature of the work), organizational characteristics (the infrastructure of the organization, leadership, promotion criteria, and facilities), and individual characteristics (e.g., sex, age, and education) influence job satisfaction (Hoy & Miskel, 1996). According to Glassman, et al. (1992), job satisfaction is determined by two factors, namely situational characteristics and situational occurrences.

Maslow's Hierarchy of Needs Theories, Abraham Maslow distinguished a theory of human needs based on a hierarchical model ranging from lower-order needs at the bottom to higher-order needs at the top (Maslow, 1954, pp. 35-47). He suggested that human needs are arranged in a series of levels, in a hierarchy of importance. Based on this hierarchy, Maslow identified five human needs. From the lowest level, these are physiological needs, safety and security needs, love needs, esteem needs, and the need for self-actualization at the highest level. The principle behind the hierarchy is that unless the needs at each level have been satisfied to some extent and until they are met, people find it difficult to respond to higher-order needs (Steyn, 2002). Once a lower-order need is satisfied it is no longer a motivator or satisfier (Mullins, 2005, p. 481). It comes to an end to motivate employees' behavior, and they are satisfied or motivated by the need at the next level of the hierarchy.

Herzberg's Two-factor Theory: The Two-factor theory was developed by Herzberg, Mausner and Snyderman (1959) following an investigation into the source of job satisfaction and dissatisfaction and included 200 accountants and engineers from Pittsburg,

America. Applying the critical incident technique, the study's subjects were asked to tell their interviewers about the times that they felt exceptionally good or bad about their present jobs or any previous jobs. They were also requested to provide reasons and a description of the sequence of events that gave rise to that feeling. The participants' responses were tabulated and categorized. These responses were consistent across the study, and revealed that there were two sets of factors affecting motivation and work. This led to the Two-factor Theory of motivation and job satisfaction (Herzberg, et al., 1959). The first set of factors, if present, caused happy feelings or positive attitudes. These factors, overall, were task-related. The other set of factors, if absent, caused feelings of unhappiness, bad attitudes, or dissatisfaction. These factors, Herzberg claimed, were not directly related to the job itself, but to the conditions that surrounded the execution of the job (Herzberg, et al., 1959).

Herzberg (1966) suggested that factors involved in creating job satisfaction were separate and distinct from factors that led to job dissatisfaction. According to Herzberg (1966), intrinsic factors such as the work itself, achievement in the work, the possibilities of personal growth and recognition, and being charged with important responsibilities, seemed to result from the human ability to personally advance and grow. He called these factors motivators, satisfiers or intrinsic factors, and posited that they led to job satisfaction. On the other hand, extrinsic factors were those elements that prevented job satisfaction and employee growth. The extrinsic factors such as working conditions, salary, job security, and relationships with others are not part of the work, but they refer to the environment, and prevent job dissatisfaction. Herzberg calls these factors hygiene, dis-satisfiers or maintenance factors, and proposed that, if absent, it led to job dissatisfaction (Herzberg, 1966).

Motivators or intrinsic factors: Motivators or intrinsic (satisfier) factors are related to the actual performance of the work, or the content of the job. The motivators are internal job factors that urge the employees to strive for better achievements, and lead to job satisfaction and higher motivation (Balkin, Cardy, & Gomez-Mejia, 2003). They are the

factors that influence the perceptions or feelings of employees about themselves and their work, and motivate them to work harder or better. Akyeampong and Bennell (2007, p. 4) state that “intrinsic motivators such as responsibility, the challenging nature of a job, and achievement are motivators that come from within a person.” Herzberg’s Two-factor Theory has been linked to that of Maslow’s Hierarchy of Needs Theory. The Theory suggests that Maslow’s higher-order needs are similar to Herzberg’s satisfier factors, and Maslow’s lower-order needs are similar to Herzberg’s hygiene factors (Ellsworth, Hawley, & Mau, 2008). According to Herzberg, et al., (1959), motivation factors are internal factors that are associated with higher-order needs, and include the opportunity to achieve in the job, recognition of accomplishment, challenging work and growth options, responsibility in the job, and the work itself – if the work is interesting (Amos, et al., 2008). The presence of intrinsic factors or motivators lead to job satisfaction, but their absence will not lead to job dissatisfaction (Perrachione, et al., 2008, p. 3). Studies in different organizations have found that the absence of acceptable intrinsic factors in the work-place leads to high employee attrition rates. Intrinsic factors are related to high attrition rates in many professions, including teaching (Jyoti & Sharma, 2009). Their presence, on the other hand, is related to high job satisfaction.

2.1.7. Hygiene or Maintenance Factors

Hygiene factors are extrinsic satisfiers that are associated with lower-order needs, and include organizational policy and administration, supervision, interpersonal relations with peers and supervisors, working conditions, status, job security, and salary (Amos, et al., 2008; Bogler, 2001; Ellsworth, et al., 2008). The extrinsic job characteristics reflect outcomes generated by performing the job, and are concerned with the context or environment in which the job has to be performed (Furnham, 2005).

According to Herzberg (1966), extrinsic hygiene factors, which are external to what a person does, do not contribute to job satisfaction when present, but rather to job dissatisfaction when absent (Perrachione, et al., 2008). In other words, when the hygiene

factors are satisfied, they do not motivate or lead to satisfaction; they only prevent dissatisfaction (Herzberg, et al., 1959). If, however, appropriate or positive hygiene factors are provided, the employees will not be dissatisfied with their jobs, but neither will they be motivated and satisfied to perform at their full potential (Balkin, et al., 2003, p. 60). Herzberg, et al. (1959) claimed that the hygiene factors are necessary but not sufficient conditions for the satisfaction of employees.

As a result, Herzberg characterized conditions surrounding the job as quality of supervision, pay, company policies, physical working conditions, relations with others, and job security, as hygiene factors. Changes in these factors are short-lived, and merely help in removing dissatisfaction in the teachers' work. They are not important in the overall satisfaction of the teachers with their work. The theoretical framework for most research on job satisfaction can be traced to the pioneering work of Herzberg, et al. (Bogler, 2001; Ellsworth, et al., 2008). Herzberg's Theory is a useful theory of job satisfaction (Mullins, 2005), but has also been criticized.

The Expectancy Theory: The Expectancy Theory was first formulated by Vroom (1964) (Armstrong, 2006; Mullins, 2005; The Certified Accountant, 2008). This Theory states that individuals have different sets of goals (outcomes), and can be motivated if they have certain expectations (The Certified Accountant, 2008). From their previous experiences, employees tend to develop expectations regarding the level of their job performance. Employees also develop expectations regarding performance-related outcomes. They tend to prefer certain outcomes to others. They then think about what they have to do to be rewarded, and how much the reward means to them, before they do the job (Aswathappa, 2005, p. 366).

Maslow and Herzberg focused on the relationship between needs and the associated effort expected to fulfill them. The Expectancy Theory, on the other hand, separates the effort expected, from the fulfillment of the needs. According to the Expectancy Theory, effort arises from performance, motivation, and outcomes. The Theory suggests that motivation that will lead to job satisfaction is a function of the perceived relationship

between an individual's effort and performance, and the outcomes associated with job performance (Vroom, 1964). Making a greater effort will improve job performance. A high level of performance, in turn, will bring a good reward (outcome). When the three variables (effort, performance, and outcome) are high, we expect the motivation and satisfaction to be high. However, effort alone will not necessarily lead to a high performance. There are other variables that prevent a great performance, such as an individual's personality, knowledge, skills, abilities, and experience, or the supervisor's perceptions. Individuals who are under-qualified, or who lack skills and experience, will not be effective in their performance, simply by making a greater effort, for example.

Adam's Equity Theory: The Equity Theory was formulated by Adams (1963, 1965). This Theory proposes that the way individuals are treated at the workplace affects their behavior, and the attitude they have towards their work (Okpara, 2006). The basis of the Theory in the work context is that people/workers look around and observe what effort they put into their work, in comparison to others, and what reward follows that effort. Thus, individuals make comparisons between themselves and relevant others in terms of the outcomes they receive for their efforts, and the inputs they invested into that effort. In other words, employees compare their own outcome-to-input to the outcome-to-input ratio of relevant others (Green, 2000). The Equity Theory is also concerned with the perceptions of individuals of how they are treated in comparison to others in the organization. It is based on the assumption that individuals are motivated and satisfied by their desire to be equitably treated in their work relationships (Aswathappa, 2005). According to Kannan (2005), workers expect justice, fairness, and equal treatment by their employers and immediate supervisors. Employees want to be treated fairly. Adams suggests that individuals form perceptions of fair balance by comparing their own situation with that of other 'referents' (reference points or examples, or relevant others) in the workplace (Okpara, 2006). The referent may be a co-worker, relative, neighbor, group of co-workers, or other professionals. The individuals compare the inputs they bring to the job in the form of skills, training, education, work-experience, time, and effort with the outcomes they

receive in the form of pay, fringe benefits, status, opportunities for advancement, promotions, prestige, and anything else that the workers desire and receive from an organization, as compared to relevant other employees in the organization (Green, 2000). Based on Equity Theory, when employees perceive inequity, their behavioral responses to their feelings of dissatisfaction may include the following:

- Changing the effort being put into work (Amos, et al., 2008; Mullins, 2005; Robbins, 2009). Changing inputs can be either upward or downward. In the employment context, an employee may increase or decrease the level of his or her input through the amount or quality of work, absenteeism, or working additional hours without pay, to align this with the reference source ratios.
- Complaining to management about the compensation package, or lodging a grievance (Amos, et al., 2008, p. 185).
- An employee may try to find a new situation with a more favorable balance through absenteeism, request for a transfer, resigning from a job, or from the organization altogether (Mullins, 2005, p. 496).
- Changing the object of comparison (Mullins, 2005; Robbins, 2009). This involves changing the reference (relevant other) group with whom the comparison is made.
- Justifying the inequity by rationalizing the inputs and outputs (Amos et al., 2008, p. 185).
- Taking action against other(s) (persuading the referent(s) to take on a greater workload) (Amos, et al., 2008, p. 185).

Locke's Value Theory: Edwin Locke (1969) developed this Theory. Locke's Value Theory, also called the Goal-setting Theory, and suggests that employees' goals help to explain motivation, job satisfaction, and performance. The Theory assumes that behavior is a result of the individuals' conscious goals and intentions (Griffin & Moorhead, 2010, p. 142). According to Locke, when employees perceive that the goals they set for themselves or are set by the managers, are fulfilling and attainable, their commitment and productivity will increase. This could lead to job satisfaction (Badenhorst, et al., 2008).

Successful attainment of the intended goal creates a pleasurable emotional state (called job satisfaction) on the part of the individual. Locke (1969) also indicated that job dissatisfaction is a function of the size of the perceived discrepancy between the intended and the actual performance (Miner, 2005). The non-fulfillment of a goal creates a non-pleasurable emotional state, called job dissatisfaction. Different variables affect the attainment of goal-directed performance. These variables include effort, organizational support, individual abilities, and personal traits (Griffin & Moorhead, 2010). In a study of goal setting, Hansson, Hasanen, and Hellgren (2011), indicated that providing organizational support (through a supervisor), and letting employees participate in setting goals affected job satisfaction positively. Hansson, et al. (2011) also stated that rewarding employees for improved performance, giving feedback and recognizing their performance, getting support from their managers, and having low levels of goal-conflict and goal-stress have been found to be positively related to job satisfaction.

Latham and Locke (2002) found that, goal-characteristics (difficulty and specificity) were related to affect, and determined the attainment of the intended goals. It was also found that specific difficult goals consistently led to higher performance, rather than to urging people to do their best. In addition, high but attainable goals (rather than easy goals) were motivating, because they motivated the individual to attain more in order to be more satisfied (Latham & Locke, 2006).

If individuals feel that they are able to grow and meet their job challenges by pursuing and attaining goals that are important and meaningful to them, they develop a sense of success in the workplace (Latham & Locke, 2006). This leads to job satisfaction. The Goal-setting Theory has high internal and external validities (Latham & Locke, 2006). Locke's Value Theory has support from both researchers and managers (Griffin & Moorhead, 2010). It is an 'open' theory. New elements are added as new discoveries are made (Latham & Locke, 2006, pp. 265-266). However, there are also criticisms against the Theory.

2.1.8. Dimensions of Job Satisfaction

According to Locke (1975) and Spector (1997), job satisfaction involves the following dimensions.

Work, which is inclusive of intrinsic interests, variety, opportunity for learning and chances for success

Pay, including amount, fairness and equity

Promotion, including opportunities

Recognition- including raises for accomplishment and credit for work done.

Benefits, which include pension, medical annual leave and vacation leave.

Working conditions, such as equipment, ventilation and location

Supervision, includes supervisory style and influence and human relations

Coworkers, including competence, helpfulness and friendliness

Company and management which includes concerns for the employee

According to Mullins (1999) and Theron (1999) emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that the following factors are conducive to job satisfaction:

- Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work - Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards.
- Working conditions that are conducive to doing the job well, including safety and comfort, a clean environment and adequate equipment.
- Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers' opinions.

According to O'Malley (2000), a satisfying job has three properties: It has intrinsically enjoyable features, it provides an opportunity for growth and development,

and it makes employees feel effective in the execution of their duties. The following section presents the relationship between organizational culture and employees' job satisfaction.

2.2. Empirical Review

2.2.1. Types of Organizational Culture

The four culture types of the competing values framework – Hierarchy, Market, Clan, and Adhocracy – are each rooted in a model of organizational theory research. Each theoretical foundation provides the organizational environment for the values and characteristics of each culture to take root and become prominently expressed. The concepts of each culture type as characterized by a set of six sub-dimensions that highlight a specific aspect of culture within the organization and serve as the assessment criteria for the OCAI, which is based on the Competing Values Framework. The six sub-dimensions—dominant characteristics, organizational leadership, and management of employees, organization glue, strategic emphasis, and criteria for success – serve to describe the fundamental manifestations of culture within an organization. While not completely comprehensive, the six sub-dimensions do cover the major components of the culture. The dominant characteristics and organizational glue sub-dimensions address the basic assumptions within the organization. Next, the organizational leadership and management of employees' sub-dimensions address interaction patterns within the organization. Finally, the strategic emphases and criteria of success sub dimensions address organizational direction. Each sub-dimension serves as a lens to view a slice of the culture within the organization. When compiled together, they create a comprehensive culture profile of the whole organization as intended by the OCAI assessment (Cameron and Quinn, 2011). The Competing Value Framework that was developed by Cameron and Quinn, (2006) is presented hereunder.

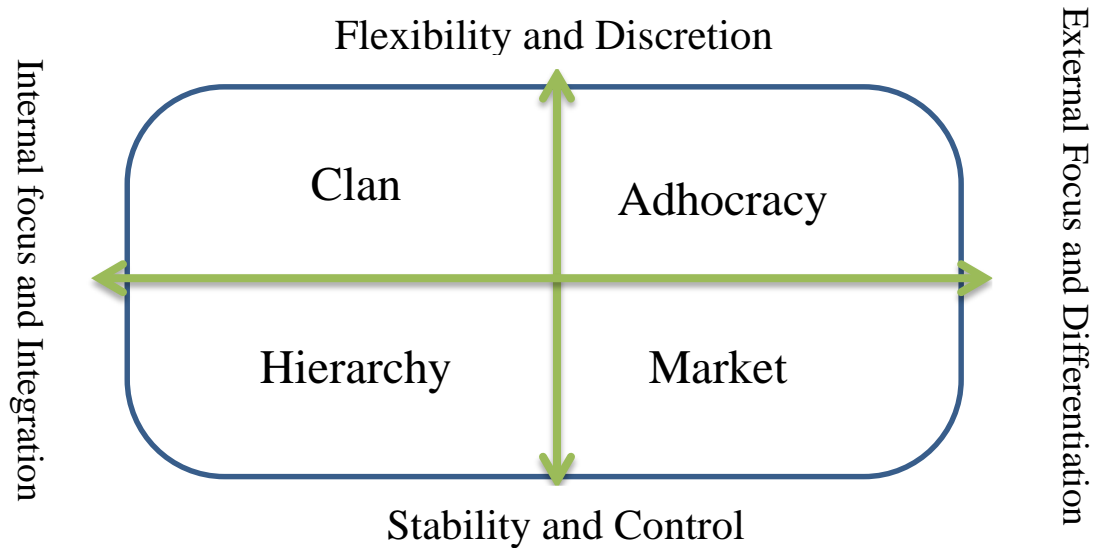


Fig 1: The competing values frame work (Cameron and Quinn, 2006, p. 49)

Competing value framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is based on six organizational culture dimensions (dominant characteristics, institutional leadership, management of employees, organizational glue, strategic emphasis, and criteria of success) and four dominant culture types (Clan, Adhocracy, Market, and Hierarchy). The detail of each culture type is presented hereunder.

2.2.1.1 Hierarchy Culture

The Hierarchy culture, characterized by stability and an internal focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The Hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities. In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. The classical organizational theory that developed with the industrial age of the early 1900s provides the theoretical foundation for this cultural type. The fundamentals of this theory are that organizations will act rationally in order to

maximize production through a systematic organization with labor division and specialization (Maslowski, 2001). Research by Taylor (1916) and Gulick (1937) form the basis of this theory. Taylor developed a scientific management research method to hone in the one best way to perform a particular organizational process. Gulick provided a principle based management method by introducing key principles for management. In sum, the Hierarchy culture focuses on managers maintaining unity and control to meet internal goals of production and effectiveness.

2.2.1.2 Market Culture

The Market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. The organization functions similar to a market focused on outward transactions with external communities that interact with the organization, such as suppliers, customers, licensees, unions, and regulators (Cameron and Quinn, 2011). Stability and control arises through the competitive and economic drive to reach targets and grow the number of customers served, rather than through rules and specialized functions like a hierarchy. The Market culture type assumes that the external environment is hostile and requires the organization to fight and compete in order to improve its position and grow. Consequently the organization is driven by a constant push towards increasing productivity and making sure results are met.

The organizational economics theory, which uses economics to study the internal structure and systems of an organization, provides the foundation for the Market culture. Introduced by Coase (1937) the organizational economics theory explains that the driving force for the formation of an organization is to internalize and reduce the costs of participating in the market for a given product or service. Specifically, Coase argues that organizations form in order to navigate an uncertain environment and to reduce the costs of transactions associated with delivering products and services to customers. Barney and Ouchi (1986), Williamson (1981), Jensen & Meckling (1976), further the use of economic

principles to improve organizational efficiency and effectiveness while still supporting management decisions and control.

2.2.1.3 Clan Culture

The Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. Employees often work in semiautonomous teams and are rewarded based on production and goals achieved as a team, not as individuals. Employees are encouraged to actively participate in the development of the organization by providing their thoughts and input on how to improve production. Managers focus on empowering employees and help them development their skills. Facilitating this employee cultivation is designed to build commitment and loyalty from employees in order to have a more effective overall organization. Organizations need the energy, ideas, and skills people provide. People need the career, earnings, and sense of purpose that organizations provide. A poor fit between an organization and the individual leads to suffering for both, but a good fit will benefit both. Follett (1926) emphasizes a relationship between leadership and employees in which both groups interact as relative equals when responding to a particular situation. Maslow (1943) provides a hierarchical framework for making sense of the complex needs and motivations of humans. McGregor (1957) presents Theory X and Theory Y as contrasting managerial assumptions of employee motivation, where Theory X assumes employees inherently dislike work and they must be directed or coerced into performing their work duties and Theory Y assumes employees are self-motivated to work if they are committed to the organization and its objectives. Ott, Parkes, and Simpson (2008) organize the concepts of the human resource theory into its most core themes of leadership, motivation, groups, work environments, power and influence, and organizational change.

2.2.1.4 Adhocracy Culture

Finally, the Adhocracy culture, characterized by a flexible and internal focus, makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the leading edge. This culture type epitomizes the rapidly changing world that requires an increasing amount of creativity. In this type of organization, emphasis is placed on having an eye towards the future and being ready for whatever it may bring, which requires a lot of time preparing to change to meet the needs of the future. To do this, the organization structures itself so that it can quickly change courses as necessary. With rapid change, standard procedures and rules become less important and creativity and innovation become more important. Members of the organization must be dynamic and able to produce solutions to new challenges quickly. This culture arises from open-systems theories where the focus is on an organization's interaction and interdependence with its external environment. Katz and Kahn (1966) frame this theory by looking at organizations as a part of a larger system where organizations continuously adapt as the environment changes. Thompson (1967) explains that while most organizations are in reality open-systems, they operate and plan as closed-systems as a way to shy away from the uncertainty of the open system reality. In essence, the open-systems theory centers on organizations recognizing the influence of its external environment and how the actions by the organization in turn affect its environment.

2.2.3. Factors Affecting Job Satisfaction

Job satisfaction is global concept which is determined by several factors. Factors affecting job satisfaction of employees are elaborated below.

2.2.3.1. Extrinsic Factors

Extrinsic job conditions are external variables which are generally regarded as primary sources of job dissatisfaction. These factors include:

Salary: -According to Maslow's hierarchy of needs theory (1943) salary is the basic need for employees. Herzberg (1993) believes that salary belongs to hygiene factors and can prevent job dissatisfaction. It will lead to severe dissatisfaction and ultimately demotivate if employees are dissatisfied with salary. Salary is seen by many managers as a major motivators or at least an important factors influencing employees' job satisfaction.

Supervision: - Supervision is the affiliation between leaders and subordinates. A synergistic supervision is an appropriate instrument to enhance job satisfaction. It will establish open communication, trust relationships, supervisory feedback and evaluation. Supervisors should apply the appropriate strategies with their employee's status and act accordingly (Hackman& Oldham 1976; Herzberg 1993).

Working conditions: Working conditions are relevant to the environment impact, such as the space for operating and resting, criticality of the job, the degree of required technology and skill; equipment situation and so on. Working conditions are hygiene factors to prevent dissatisfaction (Herzberg 1993). Locke (1976) finds that working conditions, which are compatible with the individual's physical needs and work goals, are positively associated with job satisfaction.

Interpersonal relationship: - The theories of need such as Maslow (1943) and Herzberg (1993) show that man are also a social animal. One of the most important needs is belongingness such as love, both giving and receiving. Interpersonal relationship play an important role in job satisfaction for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction (Herzberg 1993); second, good relationship may lead to positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs.

2.2.3.2 Intrinsic Job Characteristics

Intrinsic job characteristics are regarded as the core variables as well as motivators of job satisfaction. Here we listed the main factors as follow:

Achievement

Achievement is one of main things people want from their jobs. That means people can get satisfied when they get success (Herzberg, 1993).

Feedback

It is necessary to provide feedback for employees which allow them to know how well they are doing their jobs (Herzberg, 1993). Feedback could be from supervisors, co-workers and sometimes customers who get services from the organization. The effective feedback is specific but its function is general especially to job satisfaction. Feedback is closely related with respect and recognition. Individuals at all levels of the organization want to be recognized for their achievements on the job. A study conducted on job satisfaction, stress and burnout in Australian specialist anesthetists shows that poor recognition is the major dissatisfying aspects of the job satisfaction.

Responsibility and Autonomy

The job characteristic model (JCM) predicts that employees in autonomous or self-managing works have higher levels of job satisfaction than in traditionally designed jobs. High autonomy means that employees are trusted by the managers, and employees will trust the managers as well, which makes employees be more satisfied with their jobs (Hackman & Oldham, 1976).

Personal Development

According to Herzberg (1993), people report job satisfaction when they get promoted. In order to maintain and improve job satisfaction, it is very important to have an open position to employees. Even if there is no space for promotion, support employees by allowing them to pursue further education, which will make them more valuable and more fulfilled professionally. If the job gives employees an opportunity to become multi-skilled, employees' job satisfaction would increase. That is to say the more diversity of the job will reduce the likelihood of job dissatisfaction. Agho et al., (1993) reports that promotional opportunity, the potential for growth and self-growth lead to a joyful workplace and a strong sense of accomplishment.

Work value

Employees tend to prefer to jobs that are meaningful, interesting and challenging. The higher work value is; the higher job satisfaction will be (Hackman & Oldham, 1976).

Cooperation with other departments

This concept is associated with task interdependence, the degree to which the job has impact on the work of others. Study show when other departments rely on work performed by the employee, job satisfaction will be expected; while the employee relies on work flows from other departments, it is negatively related to job satisfaction.

Individual Characteristics

Research suggests that certain personal or demographic variables have an influence on job satisfaction in one way or another. The results of studies on work-related attitudes and/or behaviors and job satisfaction indicated that personal variables influence job satisfaction. Truly, to a significant extent, job satisfaction is rooted in individuals' personalities. Here the researcher interested in the basic demographic characteristics 'which have a likely target been for sources of variation in job satisfaction'. Those individual variables associated with job satisfaction are summarized as following:

Gender

Today's work environment is characterized by diverse workforce, with increasingly more women entering the labor market. Hence, for organizations to effectively manage this diversity to ensure the optimal efficiency and performance of their employees, they need to identify how men and women differ in their attitudes to work. The literature on the gender-job satisfaction relationship is inconsistent, some studies indicate that males are more satisfied than females; others find the converse to be true with women being more satisfied than men, while others again find no difference in job satisfaction based on gender.

In Loscocco's (1990) studies of job satisfaction and gender, female employees were reported as demonstrating higher levels of job satisfaction than their male counterparts. According to Loscocco's (1990) findings, women experience higher levels of job satisfaction because they value rewards that are readily available, for example,

relationships with co-workers. These values are in contrast to what men value as they desire autonomy and financial rewards, which are not as readily available, resulting in lower levels of job satisfaction.

This point of view is in contrast to that of Clark (1997) who made use of a large-scale British data set to investigate the relationship between gender and job satisfaction. He found that women reported significantly higher levels of most kinds of job satisfaction than men, even when individual variables such as values, which are important predictors of job satisfaction, were controlled. This difference in job satisfaction is attributed not to women describing their jobs as better than men's jobs but rather to the fact that they have lower expectations. It should be noted that this gender differential disappears for younger and more highly educated workers, those in professional positions and/or who had mothers in professional positions as well as those working in male-dominated work environments.

Other studies, however, have reported no significant difference in job satisfaction among male and female employees. To illustrate this point, in a study conducted by Pors (2003) on Danish and British library managers, no significant difference was found between males' and females' levels of job satisfaction. Alavi and Askaripur's (2003) finding in their research of Iranian government personnel was that there was no significant difference between the male and female employees. The findings of Long (2005) supported the differences between males and females in the perception of their organizational climate.

Job Level

There are no adequate studies investigating whether job satisfaction increases with job level. Although, there were few studies concerning the relationship between job level and job satisfaction, there is no agreement on the relationship between the two variables. More recent research studies findings supported that there is a positive relationship between job level and job satisfaction. Kline and Boyd (1991) postulate that employees at the higher levels of the organization report higher levels of job satisfaction. However, research conducted by Herman and Hulin (1973) found that there were only certain

dimensions of the job where higher level employees reported higher levels of job satisfaction. Frances (1986), however, found that higher-level employees reported less satisfaction than lower level employees.

Tenure

It is postulated that length of service in a job may be an indication of employees' levels of job satisfaction (Oshagbemi, 2000). The rationale is simply that those employees who are less satisfied with their jobs are likely to resign, whereas employees who are satisfied with their jobs will remain in these positions. This is consistent with studies indicating a negative relationship between job satisfaction and turnover and job satisfaction and absenteeism, thereby indicating a higher average level of satisfaction by employees with longer tenure in a particular organization. Oshagbemi (2000) conducted a study of university teachers in the UK, focusing on length of service in their present university as well as length of service in higher education as a whole. He found a positive correlation between overall job satisfaction and tenure among teachers who remained with their present university. When considering overall job satisfaction and tenure for teachers in higher education as a whole, job satisfaction scores are similar for the first two decades, with progressive increases over the next two decades. The conclusion that can be drawn from this study is that job satisfaction and tenure have a positive relationship. In a study conducted in South Africa, Josias (2005) found an inverse relationship between tenure and job satisfaction, which is inconsistent to the above findings. He found that employees who had been with the organization for a long time were less satisfied than employees who had been with it for only a short period.

Possible reasons for the various findings in studies on tenure and job satisfaction could be linked to employees' career stage, organizational hierarchy and acculturation. As employees reach the end of their careers, they have achieved their professional goals and start to disengage as they prepare for retirement and focus on personal rather than work goals. As personal goals become more important to these individuals, professional

achievements and recognition becomes less significant. Modern organizations are characterized by flat structures that present few opportunities for managerial advancement.

2.2.4. The Relationship between Organizational Culture and Job Satisfaction

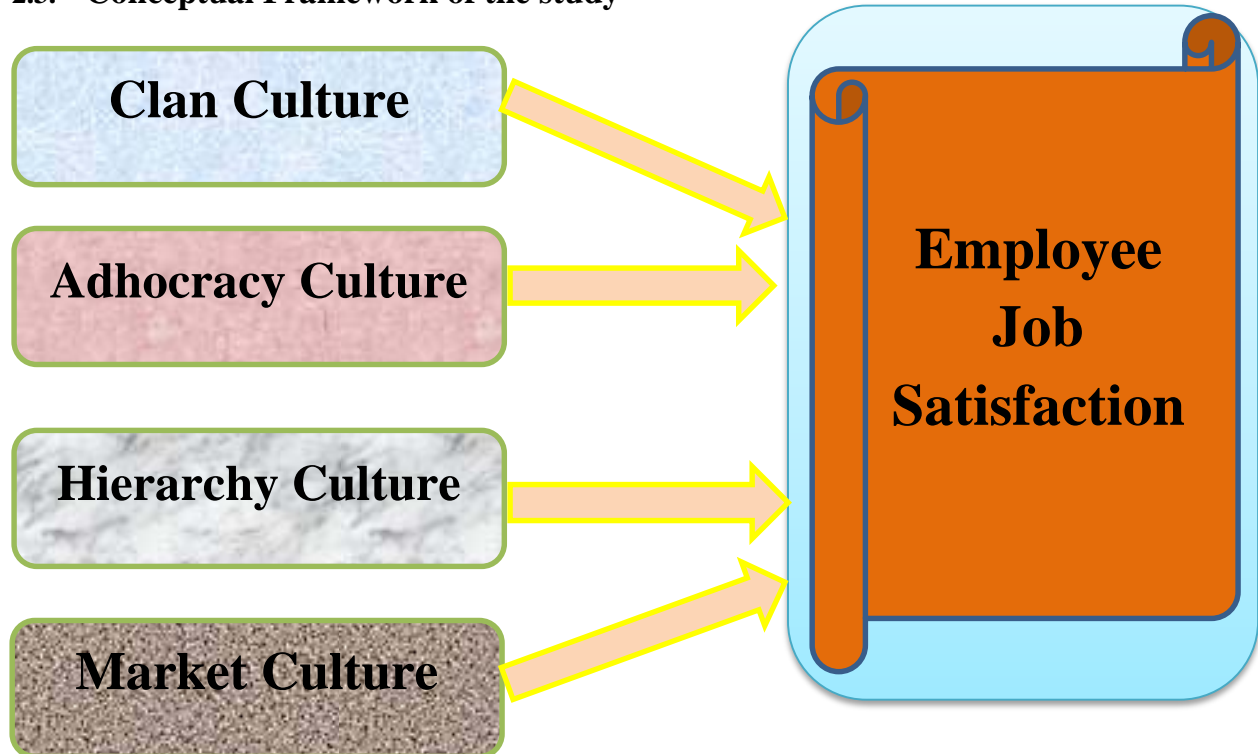
Organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee performance, turnover and so forth (Cameron & Freeman, 1991). Furthermore, in the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors (Lund, 2003; MacIntosh & Doherty, 2010; Schein, 1985). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010). Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization. It has been linked to important organizational variables, such as productivity, absenteeism, and turnover (Sempane, Riger, & Roodt, 2002).

Previous research has shown that organizational culture does have an impact on several key organizational variables (Cameron and Freeman, 1991). Peters and Waterman (2004) extolled the virtues of organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness (Cameron and Quinn, 2011; Deal and Kennedy, 2000; Frost, Moore, Louis, Lundberg, and Martin, 1985; Schein, 1985).

Goodman et al. (2001) conducted a study that investigated on the impact of organizational culture on the quality of work life. They found out that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment. Lund (2003) adopted the Competing Value Framework to explore the relationship between the four culture types and job satisfaction. The findings indicated that there is a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy

(focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Using a different yet closely similar model to the Competing Value Framework, San and Kim (2009) conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction was positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures was not statistically significant.

2.3. Conceptual Framework of the study



Source: The Researcher

From the above one can see that each type organizational culture affects employees' job satisfaction i.e.

Clan Culture: a very pleasant place to work where people share a lot of themselves and commitment is high.

Hierarchy Culture: the existence of structure, procedures, efficiency and predictability.

Adhocracy Culture: the existence of a dynamic, entrepreneurial, and creative place to work.

Market Culture: the existence of result-oriented, production, goals and targets and competition.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals with description of the study area, research design, types and sources of data, study population and sample design, data collection methods, data analysis & presentation, validity and reliability test and ethical consideration. The detail of each issue are presented hereunder.

3.1. Description of the Study Area

As stated in the scope of the study, the study area covers Ministry of Science and Technology has offices in Addis Ababa.

The Ministry office is located around main Post Office, behind Lycee Guebre-Mariam in Addis Ababa, Ethiopia.

3.2. Research Design

The current study employed a mixed method design. Mixed-methods research enables the researchers to capitalize on the strengths, and to minimize either the weaknesses of quantitative and qualitative methods. As outlined by Johnson and Christensen (2008, p. 21), “The researchers can use the strengths of one method (e.g., the quantitative method) to overcome the weaknesses of the other method (e.g., the qualitative method), or vice versa, when using both methods in a single study.”

In strengthening this assumption, Leech and Onwuegbuzie (2009, p. 267) indicate, “In mixed-methods research, the researcher uses qualitative research methods for one phase of the research, followed by quantitative methods for the second phase of the study, or vice versa.” The two phases are conducted sequentially. However, they can also be conducted concurrently. For the current study that examines the effect of organizational culture on employees’ job satisfaction in Ministry of Science and Technology, the quantitative phase is followed by a qualitative phase. The reason for this is to gain an in-depth understanding of the quantitative results. McMillan and Schumacher (2010, p. 401) identified this as a sequential explanatory mixed-methods design. The primary emphasis

was on the quantitative paradigm (this is because there are more research questions dealing with quantitative data), with a secondary emphasis on the qualitative paradigm to investigate the relationship between organizational culture and employees job satisfaction in Ministry of Science and Technology.

3.3. Types and Sources of Data

This study employed both primary and secondary sources of data. The researcher obtained primary sources of data from the responses of experts, support staffs, and other employees who were working in Ministry of Science and Technology. The secondary sources were obtained from rules and regulations pertaining to employees' management, employee turnover, and promotion.

3.4. Study Population and Sample Design

The total workforce in Ministry of Science and Technology are 170 in Addis Ababa. From the total workforce of 170 in the Ministry, the researcher excluded 50 employees from being the participants to this study as they have less than two years experiences in MoST. The reason for the exclusion was they might not know the culture of the organization within the short period of time.

Only 120 employees were selected by using purposeful sampling technique. As the purpose of this study was to examine the effects of organizational culture on job satisfaction, it requires the understanding of employees about their organizational culture and the levels of their job satisfaction by staying more years in the MoST.

3.5. Data Collection Methods

In an attempt to collect data, the researcher employed two standardized questionnaires that measures organizational culture and employee's job satisfaction, interview and document analysis.

3.5.1. Questionnaires

This study employed standardized questionnaires for both organizational culture through Organizational Culture Assessment Instrument (OCAI) and job satisfaction through Job Satisfaction Survey (JSS) as questionnaire has many advantages. In relation to this, Cohen et al. (2007, p. 158) argue that questionnaires encourage the respondents to be honest since they are answered anonymously, and they are more economical than interviews. Moreover, it has the ability to solicit information from several respondents within short period of time (Johnson & Christensen, 2008). The scaled items, according to McMillan and Schumacher (2010), allow the respondents to choose. The details of each standardized instruments presented hereunder.

The OCAI Instrument

A standardized questionnaire OCAI which was developed by Cameron and Quinn (1999) will be employed in this study. The OCAI is an instrument that allows diagnosing the dominant culture of an organization based on the four culture types. The purpose of OCAI is to measure six dimensions of organizational culture (dominant characteristics, institutional leadership, management of employees, organizational glue, strategic emphasis, and criteria of success). Each organizational culture dimension has four alternatives i.e. clan, adhocracy, market and hierarchy cultures. In each dimension, the first alternative depicts clan culture, the second alternative shows the adhocracy culture, the third alternative indicates market culture and finally the fourth alternative shows hierarchy culture. Based on the rated mean values to each alternative, the researcher analyzed the data. For example, if the first alternative of a given dimension is the highest mean value, the researcher said that clan culture is dominant to that specific dimension.

Job Satisfaction Instrument

As there is no single accepted definition of job satisfaction, and no widely accepted theory to explain it, there is no consensus on the best way to measure job satisfaction (Spector, 1997). The most widely cited survey instruments found in the literature include the Job Satisfaction Survey (JSS), the Job Descriptive Index (JDI), Job Diagnostic Survey (JDS), and the Minnesota Satisfaction Questionnaire (MSQ). In current study, to measure employees' job satisfaction, job satisfaction survey which was developed by Spector (1985) was adopted. Spector (1985) developed Job Satisfaction Survey to measure employees' attitudes towards nine aspects of their jobs (pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, co-workers, nature of the work and communication) using a Likert-type rating scale format. The instrument measures nine facets of job satisfaction as well as overall satisfaction. Since this study aims to measure global job satisfaction without referring to any specific facets, a global version of JSS was used with a summated rating scale format ranging from strongly disagree (1) to strongly agree (5). Internal consistency reliability coefficients for the JSS was reported to be as high as 0.91 for the total scale (Spector, 1997). The choice of the JSS was motivated by previous studies that have considered it as one of the most widely used instruments to measure job satisfaction (Spector, 1997).

3.5.2. Interviews

Face to face interview method is preferred due to its flexibility and ability to provide new ideas on the subject. Moreover, it enables to obtain in-depth information about participants' thought, beliefs, knowledge, reasoning, motivation, and feeling about the issue under study (Johnson & Christensen, 2008).

In order to get detail information from the informants about the relationship between organizational culture and employees' job satisfaction, the researcher conducted in-depth interview with five experts from the top position who have been working for many years in the Ministry by using purposive sampling technique. They were selected as they are the

individual who facilitate the realization of Ministry's goal; the researcher assumes that they have necessary information on organizational cultures and employees job satisfaction. It also enables the researcher to observe non-verbal communication (Cohen, Manion, & Morrison, 2007). Interviewing processes was not supported by audio equipment as respondents rejected it. To that end, the researcher took detailed notes. For the sake of clarity, the researcher conducted all interviews in Amharic because the researcher believes that respondents express their ideas better in Amharic than English. All interviews were conducted in their offices. The average duration of the interview was 40 minutes. The interviews were conducted in between April 20-April 30, 2017.

3.5.3. Document Analysis

Current study also asked the documents pertaining to the rules and regulations that govern the employees in the Ministry. In the Ministry, there was no unique policy that governs responsibilities and accountabilities. Human Resource expert gave the researcher Federal Negarit Gazeta of the Federal Democratic Republic of Ethiopia No 15 that was published in 2007. In addition, the researcher asked HR expert to the trends of employee turnover and promotion rates. Nevertheless, as per expert they did not any document that shows trends of turnover and promotion rate. The expert told the researcher that in 2016 43 employees left the organization and in 2017 there were 25 employees left the same organization.

Procedure of Data Collection

Before distributing the questionnaire and conducting an interview, the researcher asked the Department of Human Resource Management of School of Commerce to write cooperation and recognition letters to the Ministry of Science and Technology. Then, the researcher made contact with Ministry to get necessary data and letters of permission and recognition.

Secondly, prior to distributing the questionnaire and enter directly to the process of data collection, necessary clarification of the research objectives of the study made to target group of the study by researcher. The questionnaires were distributed for respondents in their working ground.

With regard to interview, the researcher made contact to the participants to obtain their permission to participate in the interview and the researcher conducted interview in their offices.

3.6. Validity and Reliability Test

The OCAI's reliability and validity was checked by most scholars in the area and taken as standardized questionnaire for the organization culture study. Reliability of the instrument (i.e., the extent to which the instrument measures culture types consistently), has been tested by Quinn and Spreitzer (1991) with 796 executives from eighty-six different public utility firms. Cronbach alpha coefficients, a reliability statistic type, were computed for each culture type. The coefficients were .74 for Clan culture, .79 for Adhocracy culture, .73 for Hierarchy culture, and .71 for Market culture. The results indicate that respondents tended to rate their organization's culture consistently across the various questions on the instrument (Cameron & Quinn, 2011). Cameron and Freeman (1991) demonstrate the OCAI instrument measured the four types of organizational culture in a study of 334 institutions of higher education, with 12 – 24 individuals responding from each institution for a total of 3,406 individuals participated. Validity of the instrument was determined by matching the domain of effectiveness in which the organization excelled and the type of decision-making, structure and strategy employed. Although the researcher employed standardized questionnaires, as context varies from country to country the researcher was forced to pre-test. In current study, respondents were asked to indicate the extent to which they agreed with each statement using a five point Likert scale ranging from *Strongly Disagree* (1) to *Strongly Agree* (5).

In addition, various scholars have used OCAI as an instrument to see the relationship or impact of organizational culture (type) on employees' job satisfaction. Among those scholars, (Fatima, 2016; Gull & Azam, 2012; Zhang & Li, 2013) are some of them.

It is argued that the JSS is one of the few instruments available to measure job satisfaction that have shown high reliability and high validity as well (Van Saane et al., 2003). Moreover, the JSS has shown to have high reliability and validity in a study conducted in KSA (Al-Dossary et al., 2012).

Even though JSS is widely used, it was important to test the survey questionnaire in order to ensure its compatibility to Ethiopian context. The questionnaires of both OCAI and JSS were pilot tested in Ministry of Science and Technology. To that end, 10 employees were participated and they included in the actual study. The result was calculated by Cronbach Alpha and all the organizational dimensions and job satisfaction scale were more than 0.70 (Yalew, 2011). The detail of reliability statistics is presented hereunder.

Table 3.1: Reliability Statistics of OCAI and JSS

Dimensions of organizational culture	No of participants in pilot test	Reliability statistics	No of items
Dominant characteristics	10	.794	4
Institutional leadership	10	.849	4
Management of employees	10	.761	4
Organizational glue	10	.725	4
Strategic emphasis	10	.856	4
Criteria of success	10	.868	4
Job Satisfaction Survey	10	.895	5

In general the researcher selected OCAI and JSS standardized instruments because of their wide application in every part of the globe. For instance, Ali Shurbagi & Zahari

(2012) assessed the relation between organizational culture and job satisfaction in National Oil Cooperation of Libya. The author measured organizational culture through OCAI which was developed by Cameron and Quinn (1999) and job satisfaction through JSS that was developed by Spector (1985). On top of this, Aldhuwaihi (2013) conducted research in partial fulfillment for the degree of Doctor of Business Administration and entitled with “The Influence of Organizational Culture on Job Satisfaction, Organizational Commitment, and Turnover Intention: A study on the Banking Sectors in the Kingdom of Saudi Arabia”. Here again, the author used OCAI to measure organizational culture and JSS to measure employees’ job satisfaction. Based on this, the researcher selected OCAI and JSS instruments for data collection.

3.6. Data Analysis and Presentation

The researcher applied both descriptive statistics (e.g., frequency, percentage, mean, and standard deviation) and inferential statistics (e.g., Spearman rho correlation Co-efficient) based on the basic questions stated and on the nature of the data collected. Consequently, the researcher analyzed the collected data as follows:

Initially, the researcher checked and coded the data gathered through questionnaires enter the coded data to SPSS (Statistical Package for the Social Sciences) 20 version. The characteristics of respondents were analyzed by using frequency and percentages.

The Spearman rho correlation Co-efficient was used to analyze the relationship between organizational culture and employees’ job satisfaction at alpha level *0.05*, as the data meet spearman rho assumptions. There are two assumptions for applying the Spearman rho correlation coefficient: 1) your two variables should be measured on an ordinal, interval, or ratio scale. Thus, the current study utilized Likert scale, which is an ordinal; and 2) there needs a monotonic relationship between two variables and the researcher checked through plotting the graph (Blaikie, 2003; Cohen, Manion, & Morrison, 2007). Finally, the researcher reported the qualitative data collected through interviews in the form of narrative description to complement the quantitative findings.

Multiple regression analysis was made to see the effects of organizational culture on employees' job satisfaction. In order to apply multiple regression analysis one has to examine certain assumptions. The researcher checked the following assumptions. (1) you have two or more independent variables that can be either continuous (i.e. an interval or ratio variables) or categorical (i.e. an ordinal or nominal). In the current study there were four independent variables (Clan, Adhocracy, Market, and Hierarchy cultures) that were measured on categorical (ordinal). (2) there needs to be a linear relationship between (a) the dependent variable and each of your independent variables, and (b) the dependent and independent variables collectively. This assumption was checked through scatter plots using SPSS statistics. Finally, (3) there should be no significant outliers. This was also checked through scatter plot using statistics.

3.7. Ethical Considerations

Efforts were made to make the research process professional and ethical. To this end, the researcher tried to clearly inform to the respondents about the purpose of the study i.e. purely for academic. In addition to this, they were informed that their participation in the study was based on their consents. The researcher also did not personalize any of the response of the respondents during data presentations, analysis, and interpretation. Furthermore, all the materials that were used for this research were duly acknowledged. In addition to this, the researcher told the respondents the existence of anonymity and confidentiality.

CHAPTER FOUR

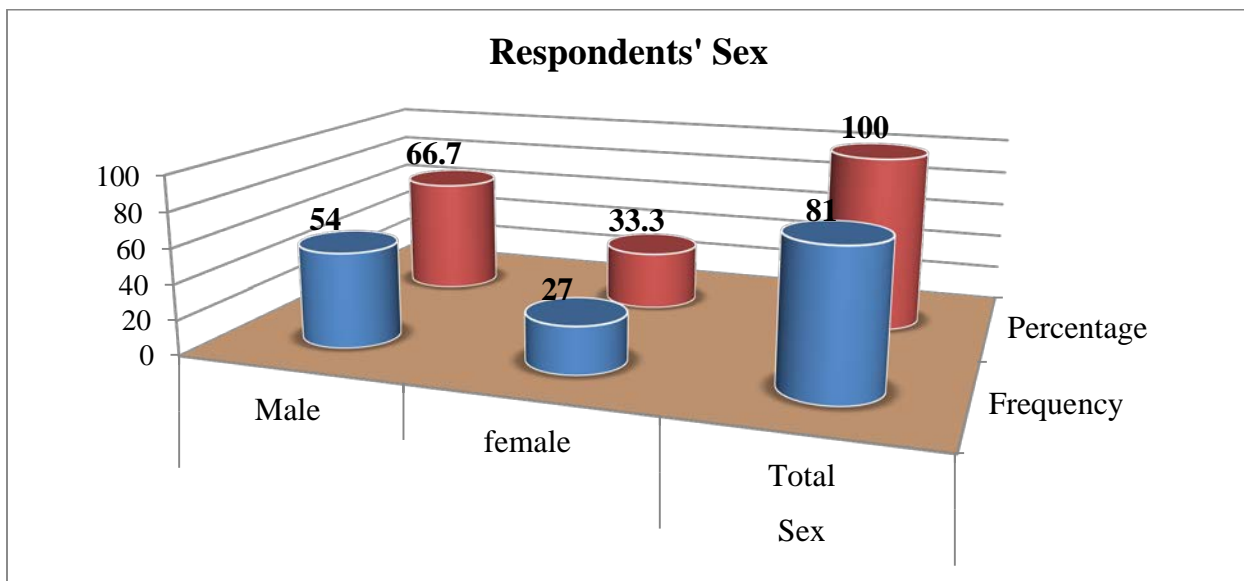
DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter deals with the presentation, analysis, and interpretation of data collected through questionnaire, interview, and document analysis. The data obtained from questionnaire, interview, and document analysis were analyzed and interpreted.

4.1. Characteristics of Respondents

Description of the characteristics of respondents, give some basic information about the sample involved in the study. Therefore, figure 2, 3, and 3 were constructed to show the general features of respondents on sex, levels of education and work experience respectively.

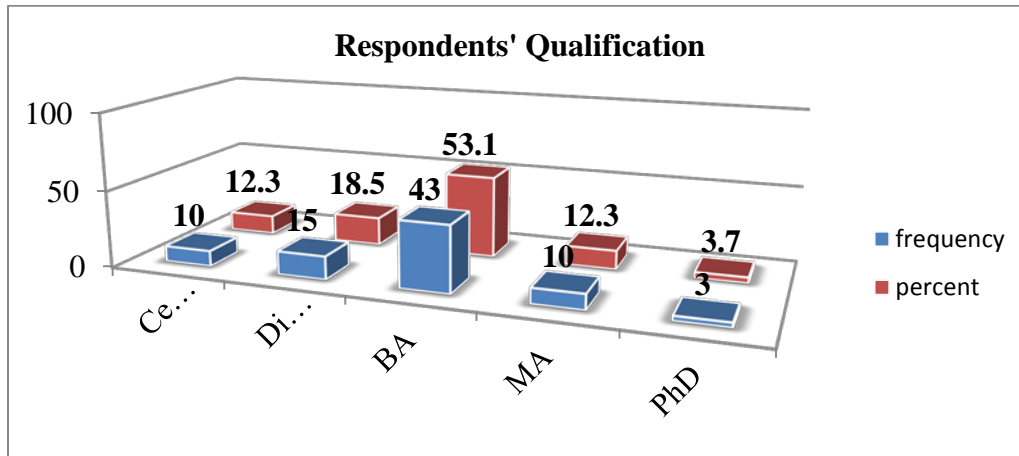
Figure 2: Characteristics of Respondents by Sex



Source: Field Survey

The above figure depicts the sex of respondents. Accordingly, 54 (66.7%) of the respondents were males whereas the remaining 27 (33.3%) of the respondents were females. From this, one can infer that gender disparity was also prevalent in Ministry of Science and Technology.

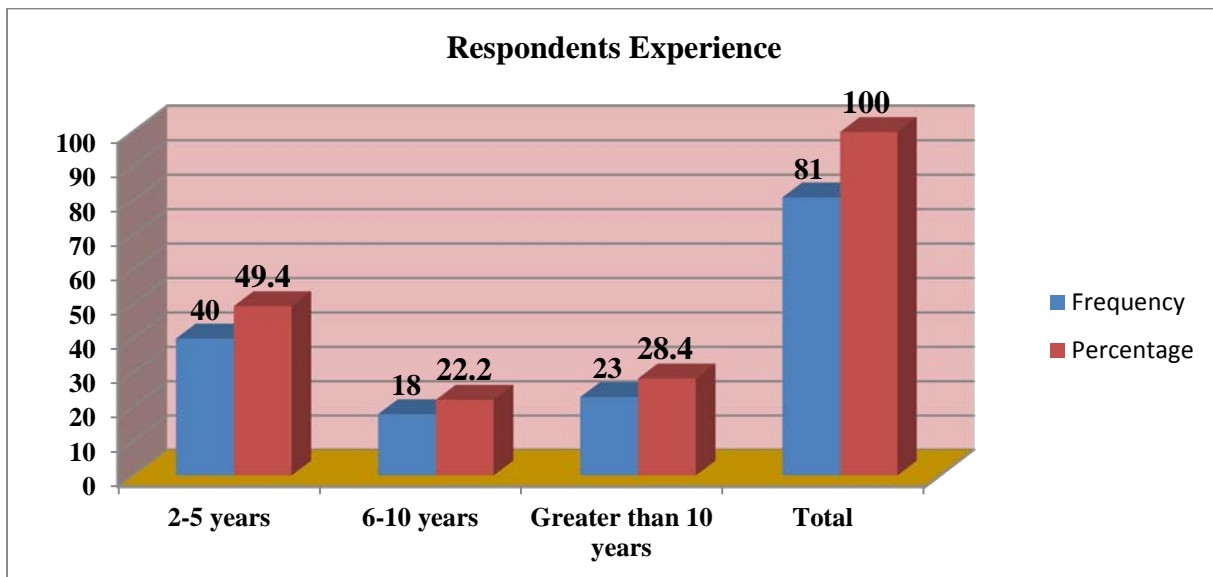
Figure 3: Characteristics of Respondents by Levels of Education



Source: Field Survey

Figure 3 above shows that 10 (12.3%) of the respondents had Certificates, 15 (18.5%) of them were Diploma holders, 43(53.1%) of the respondents were BA holders, 10(12.3%) of them were MA holders and the remaining 3(3.7%) of them were PhD holders. From this, one can infer that the respondents who participated in this study were from different levels of education i.e. diversity of employees.

Figure 4: Characteristics of Respondents by Work Experience



Source: Field Survey

As it can be seen from above figure, 40(49.4%) of the respondents have served for 2-5 years, 18(22.2%) of the respondents have served for 6-10 years, and the remaining 23(28.4) of the respondents have served more than 10 years. From this, one can infer that the service years of the respondents help them to talk about their culture because the researcher believes that staying at least in a given organization might help the individual to know organizational culture and act in that way.

4.2. Analysis and Interpretation of Results on the relationship between the two Variables

The results were interpreted by using the means and standard deviations of the culture and job satisfaction dimensions, then comparing the clan, adhocracy, market and hierarchy dimensions of culture and analyzing the dimensions of job satisfaction.

4.2.1. Descriptive Analysis of Organizational Culture Dimensions

Before changing or adapting the existing culture, organizational leaders should assess their culture in the first place. Culture grows overtime and one must analyze it before applying to achieve organizational goals. Managing organizational culture in the 21st century requires proper care as cultures like characteristics of individuals take a long time to develop and change in most cases. In order to achieve organizational goals, the organization should change the old culture by building a new one. In addition, an organization consists of sub groups whose perceptions, beliefs, values and assumptions have great influence on performance, relationships, motivations, change efforts, decision making process, and ultimately on the effectiveness and success of their organization. Therefore, identification of cultural patterns and dimensions and how they are perceived, desired by groups in the organization undoubtedly would enable to grow, excel in core areas and survive. Based on this fact, this study tried to assess the cultural profile of the MoST. Data gathered for the study were analyzed using the Cameron and Quinn instrument scoring system in which the four ending statement in every beginnings represent the four cultural types, the clan, the adhocracy, the market and the hierarchy. Participants allocated

1,2,3,4, or 5 to each of the 24 endings. By using descriptive statistics the average perspective in terms of mean score was obtained and described as follows.

Table 4.1: Descriptive Statistics of the Dominant Characteristics of Organizational Culture

No	Dominant Characteristics	n	Mean	Standard dev.
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	81	3.81	1.141
2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	81	3.89	.949
3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	81	3.80	.993
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	81	2.83	1.223

As indicated in Table 4.1 above, the researcher asked respondents about the mix of dominant characteristics that they believe was present in MoST. To that end, the respondents' rated Adhocracy culture type was highest with a mean score of 3.89 and standard deviation of .949. This means that dominant characteristics of the organization dimension reported are the existence of dynamic, entrepreneurial, and creative place to work. The trait of clan culture type was second with 3.81 mean score i.e. organization is a pleasant place to work where people share a lot of themselves and commitment is high. Market culture (3.80) and hierarchy culture (2.83) were reported by respondents as third and fourth culture types respectively.

Table 4.2: Descriptive Statistics of the Institutional Leadership of Organizational Culture

No	Institutional Leadership	n	Mean	Standard dev.
1	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	81	4.05	.850
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	81	4.23	.779
3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	81	4.19	.792
4	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	81	3.95	.986

As it can be seen from Table 4.2 above, the OCAI assessment tool asked participants about the mix of institutional leadership traits. Institutional leadership dimension focuses leadership styles in the organization. The respondents rated Adhocracy culture type was highest mean score of 4.23. This implies that the existence of dynamic, entrepreneurial, and creative place to work. On the other hand, respondents rated market culture and clan culture (very pleasant place to work) the second and third respectively in the dimension. Finally, the respondents rated hierarchy culture as fourth i.e. when compared with other culture types, even though the difference among mean score of culture types were insignificant, there were less existence of structure, procedure, efficiency, and predictability.

Table 4.3: Descriptive Statistics of the Management of Employees of Organizational Culture

No	Management of Employees	n	Mean	Standard dev.
1	The management style in the organization is characterized by teamwork, consensus, and participation.	81	4.05	.835
2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	81	3.88	.914
3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	81	3.77	.912
4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	81	3.74	.985

As depicted in Table 4.3 above, the OCAI assessment survey that asked respondents about the management of employees in MoST. The employee management characteristics of clan culture were characterized by teamwork, consensus, and participation was the highest with a mean score of 4.05. The adhocracy culture that is characterized by individual risk-taking, innovation, freedom, and uniqueness was the second with a mean score of 3.88. Market culture that is characterized by hard driving competitiveness, high demands, and achievement was rated as the third with the mean score of 3.77. Finally, hierarchy culture that is characterized by security of employment, conformity, predictability, and stability in relationships was rated as the fourth with mean score of 3.74 in the sub-dimension.

Table 4.4: Descriptive Statistics of the Organizational Glue of Organizational Culture

No	Organizational Glue	n	Mean	Standard deviation
1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	81	3.73	.922
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	81	4.06	.827
3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	81	3.74	.891
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	81	3.23	1.217

As indicated in Table 4.4 above, indicates that the survey questions that asked respondents about the glue that binds the organization together. The respondents rated adhocracy culture type the highest in the sub-dimension of organizational glue with mean score of 4.06. This culture type holds the organization together is loyalty and mutual trust. The respondents rated market culture as second dominant with mean score of 3.74. Market culture holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. They rated clan culture as third culture type in the dimension with mean score of 3.73. This culture type holds the

organization together is loyalty and mutual trust. Commitment to this organization runs high. Finally, hierarchy culture was rated as fourth in organizational glue dimension with mean score of 3.23. Hierarchy culture holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.

Table 4.5: Descriptive Statistics of the Strategic Emphasis of Organizational Culture

No	Strategic Emphasis	N	Mean	Standard deviation
1	The organization emphasizes human development. High trust, openness, and participation persist.	81	3.95	1.011
2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	81	4.04	.766
3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	81	3.93	.959
4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	81	3.91	.809

Table 4.5 above depicts the strategic emphasis of organization. Respondents were asked to rate about strategic emphasis. To that end, respondents rated adhocracy culture with the highest mean score of 4.04. Adhocracy culture emphasizes on emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. The respondents rated clan culture as second in the sub-dimension of strategic emphasis with mean score of 3.95. Clan culture emphasizes human development. High trust, openness, and participation persist. Market culture (emphasizes competitive actions and achievement) and hierarchy culture (emphasizes permanence and stability) was rated 3rd and 4th respectively.

Table 4.6: Descriptive Statistics of the Criteria of Success of Organizational Culture

No	Criteria of Success	n	Mean	Standard deviation
1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	81	3.88	.941
2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	81	3.89	.822
3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	81	3.85	.896
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	81	3.73	.895

As indicated in Table 4.6 above, respondents were asked to rate about success criteria of organization. Accordingly, respondents rated adhocracy culture was rated the highest with mean score of 3.89. Adhocracy culture defines success on the basis of having the most unique or newest products. It is a product leader and innovator. Clan culture was rated as second in the dimension with mean value of 3.88. Clan culture defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. Market culture (defines success on the basis of winning in the marketplace and outpacing the competition) rated as third in the dimension with mean value of 3.85. Finally, hierarchy culture was rated as the fourth in the dimension with mean value of 3.73. Hierarchy culture defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.

In order to cross check the data, the researcher interviewed three experts and two directors about their understanding of organizational culture. According to interviewees' organizational culture is the way of managing employees, the ways of cooperating each other and so forth. One of the respondents stated the following:

Organization work culture is the existing organizational values, beliefs and assumptions that help the organization to achieve the goals of the organization. In addition, the way we do activities, the way we motivate employees, the way we recognize the employees, the way we lead all define organizational culture.

Furthermore, the interviewees were asked about when do they introduce their organizational culture to the new comers. They stated that they often offer induction courses when new entrants were recruited. One of the interviewees said the following:

Induction training provided to all new employee intensively outside the organization in Debre-Zeith management institute. Directors from each department provide the intense induction which includes organization culture, values, and expectation. In addition, how things will be done, how they obey laws and regulations.

4.3. Levels of Job Satisfaction in Ministry of Science and Technology

In order to assess the overall job satisfaction, the researcher used general job satisfaction survey that was developed by Spector (1997). In this standardized questionnaire is not to measure the facet of job satisfaction rather the overall satisfaction. To that end, 5 major standardized questions were presented to the respondents here is their responses.

Table 4.7: Respondents' Rating on Level of Job Satisfaction in MoST

No	Item	Mean	Standard Deviation
1	I definitely like my job	4.48	.868
2	I like my job better than the average workers do	4.16	.928
3	Most days, I am enthusiastic about my job	4.27	.837
4	I find real enjoyment in my job	4.21	.958
5	I feel fairly well satisfied with my job	4.01	.994

Source: Field Survey

From Table 4.7 above, respondents were asked to rate whether they definitely like their jobs. Respondents were replied that they were in agreement with the item. The item has mean score of 4.48 and standard deviation of .868.

From item 2 of Table 4.7 above, respondents were asked to rate whether they like their jobs better than the average workers do. Respondents were in agreement with the item. The item has mean score of 4.18 and standard deviation of .928.

As indicated in item 3 of Table 4.7 above, respondents were asked to rate whether most of the days they are enthusiastic about their jobs. Respondents were in agreement with the item. The item has mean score of 4.27 and standard deviation of .958.

In item 4 of Table 8 above, respondents were asked to rate whether they find out real enjoyment in their jobs. Respondents were in agreement with the item. The item has mean score of 4.21 and standard deviation of .958.

Finally, item 5 of Table 8 above, respondents were asked to rate whether they feel fairly well satisfied with their jobs. Respondents were in agreement with the item. The item has mean score of 4.01 and standard deviation of .994. From above analysis of levels of job satisfaction one can infer that there was high level of job satisfaction in Ministry of Science and Technology. In the analysis of organizational culture types such as clan, adhocracy, market and hierarchy, adhocracy culture was the dominant in MoST and this might leads employees' high overall job satisfaction. This finding should be in caution because in this research the researcher assessed the levels of overall job satisfaction with five items only. If someone measures job satisfaction with nine dimensions (facets of job satisfaction) the result might be opposite to this finding (low level of job satisfaction).

In order to check the reliability of data, the researcher interviewed five experts and directors on how they rate the levels of employee job satisfaction. They said that employees in their organization are satisfied. The researcher asked the subsequent question, how do you know? One of the interviewees stated as follows:

The reasons to say they are satisfied is the way the employees perform, the way they support each other, the way they initiate themselves to contribute to their level best, the way they stay long after working hours and come over the weekends to do. In addition to this, we often ask our employees about their jobs and they tell us their satisfaction. Nevertheless, employees in our Ministry tell us their dissatisfaction with the amount of salary.

From the interview and quantitative responses one can infer that the Ministry is encouraging employees with different forms reward like giving education opportunity both in the country and abroad. Though employees were dissatisfied with their salary that is extrinsic satisfaction, they were satisfied with their achievement and recognition.

4.4. Correlational Analysis

The relationship between independent variables and dependent variable was sought. That is the relation between clan, adhocracy, market, and hierarchy and job satisfaction. In order to determine the relation among sub-dimensions of organizational culture and job satisfaction, the researcher Cohn's (1988) classification of the strength of relationship. The following table depicts this classification.

Figure 5: Correlational Strength Determination

Correlation strength	Positive values	Negative values
Small	r=0.10 to 0.29	r = -.10 to -.29
Medium	r=.30 to .49	r= -.30 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohn 1988

The range of possible correlation coefficient values is form -1 to +1. A correlation value without a sign indicates that the relationship is positive, whereas, negative sign indicates negative relationship. A positive relationship means when scores increase (or decreases) in one variable, they increase (or decrease) in the other variable-thus, scores change in the same direction. A negative relationship means the scores change in the opposite direction. Having the above ideas in mind, the relation between organizational culture dimensions and job satisfaction is analyzed hereunder.

Table 4.8: Relationship between Organizational Culture and Overall Job Satisfaction

Correlations							
			clan	adhocracy	market	hierarchy	Job Sat.
Spearman's rho	Clan	Correlation Coefficient	1.000	.855**	.831**	.582**	.378**
		Sig. (1-tailed)	.	.000	.000	.000	.000
		N	81	81	81	81	81
	Adhocracy	Correlation Coefficient	.855**	1.000	.877**	.652**	.495**
		Sig. (1-tailed)	.000	.	.000	.000	.000
		N	81	81	81	81	81
	Market	Correlation Coefficient	.831**	.877**	1.000	.727**	.516**
		Sig. (1-tailed)	.000	.000	.	.000	.000
		N	81	81	81	81	81
	Hierarchy	Correlation Coefficient	.582**	.652**	.727**	1.000	.418**
		Sig. (1-tailed)	.000	.000	.000	.	.000
		N	81	81	81	81	81
	Job Sat.	Correlation Coefficient	.378**	.495**	.516**	.418**	1.000
		Sig. (1-tailed)	.000	.000	.000	.000	.
		N	81	81	81	81	81

** . Correlation is significant at the 0.01 level (1-tailed).

As indicated in Table 4.8 above, a spearman rho correlation was conducted to evaluate the relationship between organizational culture dimensions and job satisfaction. To that end, job satisfaction has positive relationship between clan culture, adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant. Specifically, clan culture and job satisfaction have moderate relationship with (r=3.78).

The dominant culture (adhocracy) in MoST and job satisfaction have medium strength which approached to large ($r=4.95$). Market culture and job satisfaction have large strength relationship with ($r=.516$). In addition, hierarchy culture and job satisfaction have medium strength of relationship with ($r=.418$).

Table 4.9: Relationship between overall organizational culture and overall job Satisfaction.

Correlations			Overall Job Satisfaction	Overall culture
Spearman's rho	Job Satisfaction	Correlation Coefficient	1.000	.386**
		Sig. (1-tailed)	.	.000
		N	81	81
	Overall culture	Correlation Coefficient	.386**	1.000
		Sig. (1-tailed)	.000	.
		N	81	81

** . Correlation is significant at the 0.01 level (1-tailed).

As indicated in Table 4.9 above, the relationship between organizational culture and employee's job satisfaction have positive and moderate strength of relationship with ($r=.386$). This finding resonates with other scholars' finding (for e.g., Field and Abelson, 1982; Hellriegel and Slocum, 1974; Meron, 2014; Mohamed, Shurbagi, Zahari, 2012). They found out there was positive relationship between organizational culture and job satisfaction.

Experts were interviewed whether there is relationship with organizational culture and employee job satisfaction. The interviewees believe that the two variables have relationship. One of the interviewee said the following:

I strongly believe that culture and satisfaction has link. For instance, for a person who creates new technology we have to give him some kind of reward. The reward is not necessarily money. It might be recognition certificate. If not, we are discouraging those employees not to create new innovations again.

Similarly, another expert stressed on the importance of organizational culture in increasing the levels of employee job satisfaction. He further expressed in the following way.

In order to achieve the goals of the Ministry, leaders should apply different culture types because every culture type has its own contribution to the success of the Ministry. For instance, if we do not create the environment of trust and openness between the organization and employees or among the employees it is difficult to bring job satisfaction which in turn leads to low commitment and low performance of the employees.

From the above excerpts and interview result one can fairly infer that the experts have good understanding about the importance of organizational culture on employees' job satisfaction.

4.5. Regression Analysis on Culture Types and Employees Overall Job Satisfaction

Under this analysis, clan culture, adhocracy culture, market culture, and hierarchy culture effects on employees overall job satisfaction were analyzed.

Table 4.10: Regression Analysis on Culture and Job Satisfaction

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	df	F	Sig
1	.544 ^a	.296	.259	.63984	4 76	8.003	.000

a. Predictors: (Constant), clan, adhocracy, hierarchy, market

A multiple regression was run to predict employees' job satisfaction from clan culture, adhocracy culture, market culture, and hierarchy culture. These variables statistically predicted employees' job satisfaction, $F(4, 76) = 8.003, p < .0005, R^2 = .296$. All four variables added statistically to the prediction $p < .05$. This finding resonates with others scholars finding (e.g., Aldhuwaihi, 2013) found out that organizational culture had effect on employees' job satisfaction).

From the above finding, clan culture, adhocracy culture, market culture, and hierarchy culture showed significant explanation on employees' job satisfaction with R Square 29.6%. From this, one can see that 71.4% of unexplained factors, which were uncovered by this study, contribute to employees' overall job satisfaction in Ministry of Science and Technology.

4.6. The Relationship between Employees' Background Characteristics and Job Satisfaction

It is worthwhile to see the relation between employees' background characteristics such as sex, educational qualification, and work experiences. To that end the following Table 12 shows their relationships.

Correlation between Sex and Job Satisfaction

Although the relationship between gender and job satisfaction has been investigated extensively, the results of many of the studies so far have been found inconsistent, contradictory, and far from unanimous. Some of the researches say women are more satisfied with their job than their male counterparts (Bogler, 2001; Kim, 2005; Koustelios, 2001; Ladebo, 2005). On the other hand, other researchers said that men are more satisfied with their job than women (Ellsworth, et al., 2008; Mertler, 2002).

Table 4.11: The Relationship between Sex and Job Satisfaction

Mann-Whitney Test

Ranks				
	Gender	N	Mean Rank	Sum of Ranks
Jobsatisfaction	Male	54	38.35	2071.00
	Female	27	46.30	1250.00
	Total	81		

Test Statistics ^a	
	Jobsatisfaction
Mann-Whitney U	586.000
Wilcoxon W	2071.000
Z	-1.441
Asymp. Sig. (2-tailed)	.150

a. Grouping Variable: Gender

A Mann-Whitney U test was conducted to evaluate the hypothesis that of male group would higher on job satisfaction, on the average, than female group on job satisfaction. The results of the test were, $z = -1.441$, $p > .05$. Job satisfaction with females had an average rank of 46.30, while males had average rank of 38.35. Therefore, one can infer that there is no statistically significant relationship between sex and employees' job satisfaction. In other words, being a male or being a female does not lead to job satisfaction in MoST.

Correlation between Respondents Qualification and Job Satisfaction

With regard to education level and job satisfaction, a number of researchers indicated that job satisfaction decreases as the education level increases. Glenn and others (in Hickson & Oshagbemi, 1999:537) indicate that education has a negative impact on job satisfaction. They concluded that the most educated employees are the least satisfied because of the gap that existed between the employees' expectations and the realities of professional work.

Table 4.12: The Relationship between Qualification and Job Satisfaction

Correlations				
			Job satisfaction	Level of Education
Spearman's rho	Job satisfaction	Correlation Coefficient	1.000	-.096
		Sig. (2-tailed)	.	.393
		N	81	81
	Level of Education	Correlation Coefficient	-.096	1.000
		Sig. (2-tailed)	.393	.
		N	81	81

A Spearman's rank-order correlation was run to determine the relationship between Respondents qualification and employees' job satisfaction. As a result, there was no statistically significant correlation between respondents' qualification and employees' job

satisfaction. From this one can infer that having PhD or having first Degree does not lead to employees job satisfaction rather there are unexplained factors that lead to job satisfaction.

Correlation between Experience and Job Satisfaction

The relationship between the employees’ work experience and their job satisfaction is, however, not clear. Some researchers (eg., Mertler, 2002) indicated that satisfaction was high for early career employees, decreasing at the midpoint of their careers, and rebounding again towards the end of their careers. A different relationship was found in other studies. Akiri and Ogborugbo (2009:54) indicated that work experience and job satisfaction are negatively related - an increase in employees’ experience was followed by a decrease in job satisfaction.

Table 14: The Relationship between Experience and Job Satisfaction

Correlations				
			Job satisfaction	Work Experience
Spearman's rho	Job satisfaction	Correlation Coefficient	1.000	-.017
		Sig. (2-tailed)	.	.879
		N	81	81
	Work Experience	Correlation Coefficient	-.017	1.000
		Sig. (2-tailed)	.879	.
		N	81	81

A Spearman's rank-order correlation was run to determine the relationship between employees work experience and employees’ job satisfaction. As a result, there was no statistically significant correlation between respondents' experience and employees’ job satisfaction.

Chapter Summary

This chapter presents the results centered on five research questions. Survey data provided helpful information in determining the degree of the relationship between organizational culture and employees' job satisfaction. Additional inferential statistics such as spearman rho, Mann Whitney test and multiple regression provided insight to gauge the degree of differences in the relationship between organizational culture (independent variable) and employees' job satisfaction that is dependent variable. Next, Chapter five (final chapter) presents an overview of the study and a summary of findings, conclusions and recommendations for future studies is also discussed in detail.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSIONS, AND RECOMMENDATIONS

This chapter deals with of summary of major findings, conclusions, and recommendations.

5.1. Summary of Major Findings

As it was stated in chapter one, the purpose of this study was to examine the effects of organizational culture on job satisfaction in Ministry of Science and Technology. A mixed method approach was employed. This study was guided by the following basic questions:

1. What is the existing dominant culture of Ministry of Science and Technology?
2. What is the level of job satisfaction in Ministry of Science and Technology?
3. What is the relationship between the organizational culture and job satisfaction?
4. What is the effect of perception about organizational culture on job satisfaction in Ministry of Science and Technology?
5. What is the relationship between employees' background characteristics and overall job satisfaction?

Current study included 120 samples in the study (115 for questionnaires and 5 for an interview). The researcher interviewed 3 experts and 2 directors to get in-depth information and to substantiate the data obtained through questionnaire. Questionnaires were distributed for 115 respondents. Nevertheless, 81 questionnaires were correctly filled and returned to the researcher with response rate of 70.43 %. Yet, 16 questionnaires were not returned to the researcher and 18 questionnaires were incorrectly field by the respondents. With respect to sufficiency of response rate, Babbie (1990) suggests that response rate of 50% is adequate, 60% is good, and 70% or above is very good. Therefore, as per Babbie the response rate in this research was very good.

After the investigation, this study came up with the following major findings:

- Out of overall respondents, 54 (66.7%) were males and the remaining 27 (33.3%) of them were females. Coming to their qualification, 62 (75.3%) of the respondents have first degree, 17 (21%) of the respondents have second degree whereas, 3 (3.7%) of respondents have third degree. With regard to respondents experience, 40 (49.4%) of the respondents were served for 2-5 years, 18 (22.2%) of respondents were served for 6-10 years and the remaining 23(28.4%) of respondents were served for more than 10 years.
- Current study found out that adhocracy culture that is characterized by the prevalence of dynamic, entrepreneurial, and creative work place to work is the dominant existing culture in the Ministry of Science and Technology. This culture type was rated the first in five sub-dimensions of organizational culture.
- Another important finding was that the levels of overall job satisfaction in the Ministry of Science and Technology was high. The average mean value for the job satisfaction surveys was 4.22.
- Coming to the relationship between organizational culture and overall job satisfaction, they have positive and moderate strength of relationship with ($r=.386$).
- All clan culture, adhocracy culture, market culture, and hierarchy culture showed significant explanation on employees' job satisfaction with R Square 29.6%. From this, one can see that 71.4% of unexplained factors, which were uncovered by this study, contribute to overall job satisfaction in Ministry of Science and Technology.
- Finally, the study found out that there was no relationship between respondents' background characteristics (sex, educational qualification, and work experience) and employees' overall job satisfaction.

5.2. Conclusions

In this study, the effect organizational culture on job satisfaction was examined. To that end, the study reached the following conclusions:

In the Ministry of Science and Technology, adhocracy culture was dominant culture type. Adhocracy culture domination is expressed by a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks. The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking. The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness. The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. From this, one can fairly conclude that the Ministry of Science and Technology had focused on new innovation, risk taking and uniqueness of performance. Such effort is in light with the goals of the Ministry i.e. innovating new ideas and technologies that can contribute for the development of the nation.

From the analysis of the levels of overall job satisfaction, the employees' of Ministry of Science and Technology was highly satisfied with their jobs. This might be due to a wide application of adhocracy culture in the Ministry. In fact, if people are encouraged to create new ideas, technology, risk taking and if such efforts are supported by rewards and recognition in turn leads to job satisfaction. Nevertheless, the job satisfaction in MoST should be considered in caution as current research examined the overall satisfaction by general assessment tools. The result might be different when job satisfaction is measured by 9 dimensions of job satisfaction.

Based on the results of a spearman rho correlation, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, all organizational culture types have positive relationship with job satisfaction. Furthermore, based on the results of regression analysis, 29.6% of job satisfaction is

explained by organizational culture. On the other hand, background characteristics of employees' have no relationship with job satisfaction.

5.3. Recommendations

According to the finding and conclusion made, the following are recommendations are offered so as to strength and help the MoST to improve the organizational culture in order to maintain the job satisfaction.

- Even though data reveals that there were higher employees' overall job satisfactions in the Ministry of Science and Technology when measured by overall job satisfaction survey, the leaders of the Ministry should review job satisfaction from time to time. This is because job satisfaction might leads to employees' commitment and high performance that can enhance the achievement of Ministry's goal.
- This study revealed that there was positive and moderate relationship between organizational culture and overall job satisfaction. Again as organizational culture types (clan, adhocracy, market, and hierarchy culture) have effect on overall job satisfaction about 30%. Therefore, to maintain job satisfaction, the leaders of MoST should apply all organizational culture types whenever they are necessary and urgent.
- Future research that investigates the effect of organizational culture on job satisfaction in different organization is very important in order to cross check the findings. In addition, such types of research across different regions are also very important to generalize the finding to the whole populations. On top of this, future research is necessary to measure the effects of culture on job satisfaction facets (9 dimension of job satisfaction).

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Appendices

APPENDIX A

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

HUMAN RESOURCE MANAGEMENT

Questionnaire to be filled by employees of the Ministry of Science and Technology

Dear Respondent:

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess the relationship between organizational culture and employees' job satisfaction in Ministry of Science and Technology. This study is only for academic purpose i.e. for the requirement of second degree in Human Resource Management. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me as much as possible with in three days.

Thank you in advance!

General Directions

1. No need of writing your name
2. Please put a tick (✓) mark in the box for your answer and for the number of your choice for the alternatives given.
3. If you require further clarification or details, please contact me with the following address: Email: elizamulu@gmail.com

Part I. Information about Demographic Data

1. Sex A. Male B. Female
2. Educational Qualification A. Certificate B. Diploma C. BA/BSC
 D. MA/MSC E. PhD F. If any, Please specify _____
3. Year of service in the organization
- A. 2-5 years B. 6-10 years C. Above 10 years

Part II. Diagnosing Institutional Culture in your Organization

This part of the questionnaire consists of items taken from the Organizational Culture Assessment Instrument (OCAI). The main purpose of the instrument is to assess six key dimensions of institutional culture in your organization i.e. dominant characteristics, institutional leadership, management of employee, organizational glue, strategic emphasis, criteria of success. Judge how frequently each statement fits the institutional culture in your organization. Use the following rating scale, and put “√” mark for each rating. 1: *Strongly Disagree*, 2: *Disagree*, 3: *Undecided*, 4: *Agree* and 5: *Strongly Agree*

1	Dominant Characteristics	1	2	3	4	5
1.1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
1.2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
1.3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
1.4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	Institutional Leadership	1	2	3	4	5
2.1	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
2.2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
2.3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
2.4	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	Management of Employees	1	2	3	4	5
3.1	The management style in the organization is characterized by teamwork, consensus, and participation.					

3.2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
3.3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
3.4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	Organizational Glue	1	2	3	4	5
4.1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
4.2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
4.3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
4.4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	Strategic Emphasis	1	2	3	4	5
5.1	The organization emphasizes human development. High trust, openness, and participation persist.					
5.2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
5.3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
5.4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	Criteria of Success	1	2	3	4	5
6.1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
6.2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
6.3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
6.4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

Part III Job Satisfaction Survey which is developed by Spector (1985)

For each of the following statements below, please tell us how you feel about your present job, what things are you satisfied with and what things you are not satisfied with. Please indicate a (√) mark the extent to which you believe each item is true with respect to your job. 1 = Strongly Disagree 2 = Disagree 3 = Undecided 4 = Agree 5 = Strongly Agree

No	Item	1	2	3	4	5
1	I definitely like my job					
2	I like my job better than the average workers do					
3	Most days, I am enthusiastic about my job					
4	I find real enjoyment in my job					
5	I feel fairly well satisfied with my job					

APPENDIX B

Addis Ababa University

School of Commerce

Human Resource Management

Interview with management and Employee Representatives

I. Personal Information

Sex: _____

Age: _____

Position: _____

Experience: _____

Qualification: _____

II. Questions

1. What do you understand about organizational culture?
2. How often do you introduce your organizational culture to new employees?
3. How do you explain the existing organizational culture with respect to the dominant characteristics, institutional leadership, management of employee, organizational glue, strategic emphasis, and criteria of success of organizational culture?
4. How do you perceive the relationship between organizational culture and employee job satisfaction? Why?
5. Do you believe these cultural dimensions are part of the existing culture of the organization? How?
6. Do you think the employees understand the existing organizational culture? How?
7. How do you rate the level of employee's job satisfaction in relation with existing culture satisfied/dissatisfied?
8. What are your reasons to say employees are satisfied or not?

Appendix C

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.794	4

Appendix D

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.849	4

Appendix E

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.761	4

Appendix F

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.725	4

Appendix G

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.856	4

Appendix H

Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. List wise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.868	5

Appendix I Reliability

[DataSet1] C:\Users\user\AppData\Local\Temp\My research SPSS.sav

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	10	100.0
	Excluded ^a	0	0.0
	Total	10	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.885	4