

UNIVERSITY OF KWAZULU-NATAL

**ORGANISATIONAL CLIMATE AND EMPLOYEE JOB
SATISFACTION IN A GOVERNMENT DEPARTMENT**

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DECLARATION

I, Ashena M. Ramloutan, declare that:

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ABSTRACT

Organisations are constantly evolving and the importance of their human capital is regularly brought to the fore. More and more companies are investigating issues such as organisational climate and job satisfaction in an effort to find ways to retain staff and increase productivity. However, this issue is not just limited to the private sector. The public sector is also feeling the effects of low job satisfaction among employees. One of the major contributing factors to employee happiness is the organisational climate and the manner in which this is perceived by staff. While research has been conducted in the private sector there is limited research available on organisational climate in the public sector. The aim of this study was to assess the organisational climate in a Government Department and to discover if there is a link between organisational climate and employee job satisfaction. The objectives were to identify the perceived nature of the organisational climate in a Government Department, to identify the level of job satisfaction of employees in the Department, to compare the employees' perceptions of the organisational climate to that of the managers and to identify those factors of organisational climate which impacted most on employee job satisfaction. A questionnaire was developed using QuestionPro and was distributed to employees of the Department. Seventy employees responded. Overall it was found that there was a negative perception of the organisational climate in the Department. In terms of job satisfaction, the majority of employees indicated that they were dissatisfied. However, it was found that managers were more satisfied with the organisational climate than the junior staff. Overall it was found that there is a relationship between organisational climate and employee job satisfaction. A number of recommendations were developed such as team-building exercises and recognition by managers of performance by staff, involve staff in decision making, issues need to be resolved timeously, and performance assessment needs to become less intimidating to deal with some of the issues identified. This study was limited in that it only considered one department in KwaZulu-Natal. Therefore, the results cannot be generalised to the public sector across South Africa.

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CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1 Introduction

Organisations are social systems where human resources are the most important factors for effectiveness and efficiency, and are integral to achieving the objectives of the organisation. The success of an organisation in attaining its goals and objectives depends on the organisational climate within which the employees function and the effect of this on their perception and job satisfaction. The employees perception of the organisational climate impacts on various outcomes such as productivity, profitability, job satisfaction and organisational commitment (Patterson, Warr, & West, 2004). In order to achieve and maintain organisational effectiveness employee job satisfaction and a positive organisational climate is a critical component. In the modern age of rapid globalisation and mass urbanisation, the ability to manage organisations and produce results has become increasingly important. This is especially the case in the public sector which is constantly under scrutiny. This chapter provides an overview of the chosen topic and the motivation for the study. It sets out the focus of the study, leading to the problem statement and the research question and objectives to be addressed. A summary of the limitations will also be listed. Finally, this chapter describes the structure of the dissertation indicating the layout of the chapters.

1.2 Motivation for the Study

Employee performance and productivity in organisations is positively affected by the increase in employee satisfaction (Luthans, 2005). The workplace is undergoing rapid change and as a result organisational climate is challenged by the impact of these changes. In order to counter the impacts of change organisations need to seek ways to generate greater job satisfaction. The public sector in particular faces a multitude of factors that are impacting on service delivery. Aside from the low salaries other factors such as the work environment and poor management have contributed to job dissatisfaction (Cullinan, 2005 cited

in Luddy 2005). The latter factors form part of organisational climate. Failing to address the causes of job dissatisfaction has resulted in competent and qualified staff leaving the public sector to ascend the corporate ladder which according to Luddy (2005) results in a loss of productivity and a lack of continuity.

While there is plentiful research on organisational climate and job satisfaction, this is limited mainly to the private sector. Therefore this study will contribute to the body of literature in the public sector. It will also provide the Department being studied with valuable information on the manner in which the employees perceive the climate and the level of job satisfaction in the Department. The results will also provide the Department being studied with information on areas requiring improvement which would thereby improve the organisational climate and hence job satisfaction. Staff of the Department being studied will benefit should the Department implement measures to address the employee perceptions and levels of satisfaction. Finally the findings from this study will be a valuable tool in future decision-making and changes within the Department being studied.

1.3 Focus of the Study

The focus of the study was on organisational climate and job satisfaction. The study looks at the perceived organisational climate at the Department and the job satisfaction levels among staff. One of the aims was to discover if there was a link between these two concepts. The Department being studied is a public sector division of Provincial Government and is located in Durban and Pietermaritzburg. Due to conditions imposed by the organisation, the Department can't be identified by name and will henceforth be called „the Department being studied' or „the Department'.

1.4 Problem Statement

There has been an increase in focus on the public sector. In recent years the public sector has experienced an increased turnover rate which has impacted on the ability of the public sector to perform and deliver on its duties and mandates. While the sector is able to attract new staff there is an ongoing struggle to retain

them. In addition to the high turnover, there is also low morale, tardiness, and grievance expression. One of the major effects of the above symptoms is job satisfaction. Organisational climate has an important role to play in the above. While there is research on organisational climate and aspects such as employee job satisfaction, the focus has been on the private sector. There is limited research on the link between organisational climate and employee job satisfaction in the public sector. This study will serve a dual purpose of firstly evaluating the organisational climate of a Government Department and investigating its relationship to employee job satisfaction and secondly contributing toward the body of literature.

1.5 Research Question

The study addresses the following research questions:

- Is there a link between organisational climate and employee job satisfaction at the Department?
- What is the perceived nature of the organisational climate within the Department?
- Which factors of organisational climate impact the most on employee job satisfaction?
- How does the perception of organisational climate among the employees differ from that of the managers?
- How can the organisational climate in the Department be improved (develop recommendations).

1.6 Objectives

The objectives of the study are to:

- 1) Identify the employee perceptions of the organisational climate in the Department
- 2) Identify the level of job satisfaction of employees in the Department
- 3) Compare the employees' perception of the organisational climate to that of the managers

- 4) Identify the factors of the organisational climate which impact most on employee job satisfaction
- 5) To identify ways in which the organisational climate can be improved

1.7 Limitations of the Study

There were various limitations to the study of which the main limitation is that the study was conducted in one Government Department only. Further research needs to be conducted to discover if the findings are similar in other Government Departments or if this was an anomaly. Also the geographic location of the study was limited to KwaZulu-Natal so no assessment providing a holistic overview of other regions within South Africa was conducted. There were other limitations to this study which will be discussed in Chapter Six.

1.8 Plan of the Study

This report consists of the following chapters:

Chapter One – Introduction

This chapter provides an overview of the research that was conducted, the motivation for the study, the research problem, objectives and limitations.

Chapter Two – Literature Review

This chapter presents definitions of organisational climate and job satisfaction, a review of the research on organisational climate and job satisfaction, and a theoretical framework which includes the theories of need, motivation and job satisfaction.

Chapter Three – Research Methodology

The research methodology employed in undertaking this study, the research design, data collection methods, tools and techniques for analysing the data is discussed in this chapter.

Chapter Four – Presentation of Results

This chapter presents results of the research, and the methods of data interpretation and analysis that were used. The results are presented in the form of graphs and tables.

Chapter Five – Discussion of Results

This chapter provides an interpretation of the results from Chapter Four. Explanations for the findings are provided.

Chapter Six – Recommendations and Conclusions

This is the final chapter of the study. This chapter provides a conclusion to the study and recommendations (based on the finding) are proposed.

1.9 Summary

This chapter has provided an overview and introduction to the study. The problem statement, objectives and research questions have been set out. The chapter has also provided a chapter outline. A comprehensive literature review was undertaken in preparation for this study. The next chapter presents a synopsis of the reviewed literature.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Job satisfaction has been found to be one of the contributing factors to employee turnover and organisational distress. It is associated with efficiency, effectiveness and productivity, loyalty to the organisation, absenteeism rates and staff turnover. There is also a humanitarian interest in employees being treated with value and respect and having their psychological well-being maximised (Ellickson and Logsdon, 2001). With the increased interest in human resource management and the shortage of skilled, experienced workers, organisations are becoming more aware of the concept of job satisfaction as more than just employee “babble”. Organisational climates are being analysed to evaluate the effect it has on employees. There is an awareness and acknowledgement that low job satisfaction has negative outcomes such as decrease in profits, withdrawal behaviour, lack of productivity and ultimately increased turnover rates (Zeffane, Ibrahim & El Mehairi, 2008). As such there is an increased focus on this and the factors affecting job satisfaction. The purpose of this chapter is to review selected literature on organisational climate and job satisfaction. The review will undertake to examine the definitions and conceptual issues of these two variables. It will provide an overview of how organisational climate impacts on other areas within an organisation and theories on job motivation. Most importantly it will seek to identify the link between organisational climate and job satisfaction.

2.2 Organisational Climate

There has been much focus and research devoted to the topic of organisational climate over the years with there being various levels of importance being attributed to it (Patterson *et al*, 2004; Goleman, 2000; and Moran and Volkwein, 1992). Various debates existed over organisational climate and its importance. Research revealed that organisational climate is significant because of its

proposed relationships to other organisation related phenomena such as behaviour, quality of work and job performance (Brijlal, 2004).

In South Africa an influencing factor to employee behaviour and organisational climate is the Employment Equity Act of 1998, the Skills Development Act of 1998 and other similar legislation, the downsizing of organisations, mergers and globalisation (Martins and Martins, 2002). While the Employment Equity Act of 1998 and the Skills Development Act of 1998 were designed to speed up reform and achieve equality in the workplace the implementation of these policies has had tremendous impact on the organisational climate of organisations (Martins and Martins, 2002). This in turn has an impact on the outputs, productivity, job satisfaction and performance of employees.

One way in which to view organisational climate is to see it as a transformational process. Furnham and Gunter (1993) found that many authors have similar views. They are of the opinion that in terms of the structure and process in organisations organisational climate plays the role of an intervening variable. It offers a medium to relate the impact of organisations and the organisational life on the levels of satisfaction and motivation of the organisations employees (Litwin and Stringer, 1968). Organisational climate is the key influencing factor in crucial outcomes such as the level of employee job satisfaction, their motivation levels, their loyalty and their performance. Figure 2.1 illustrates the role of climate in transforming the organisational inputs into employee outcomes.

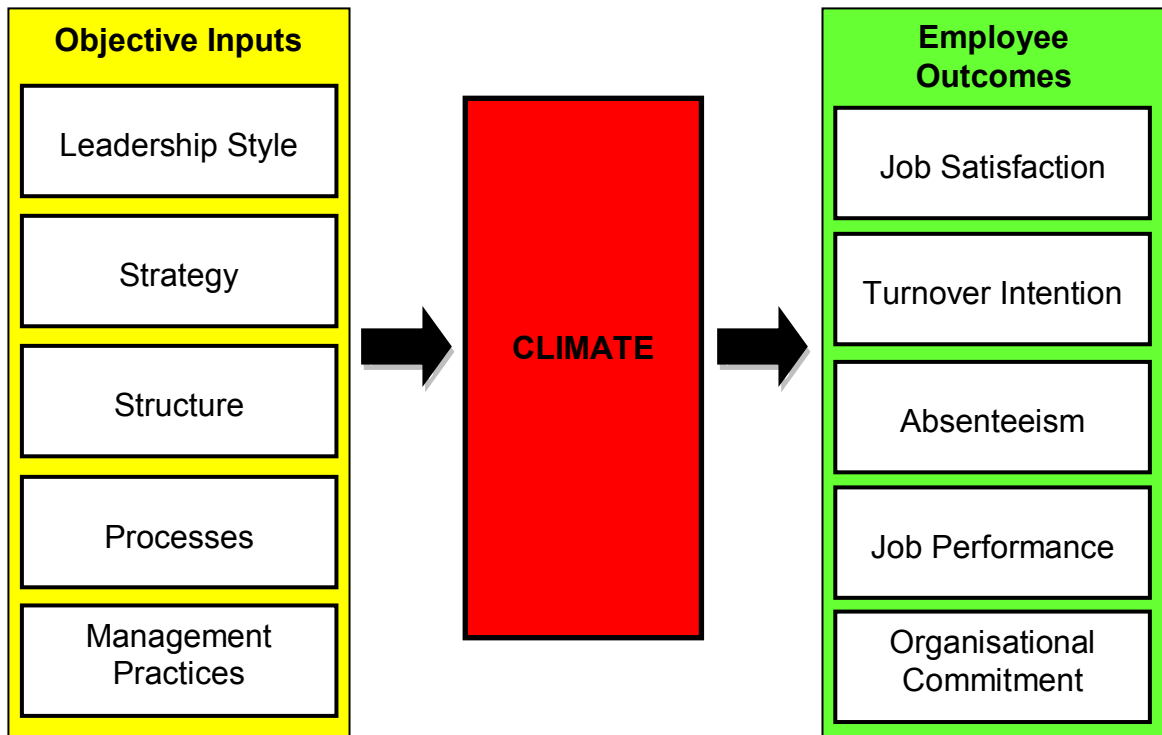


Figure 2.1: Climate as a Transformer

Adapted from Saunders, J. 2008. **An Assessment of the Relationship between Organisational Climate and Organisational Commitment within the I T Department of a Telecommunications Company**, unpublished dissertation, Rhodes University. p16.

Figure 2.1 is representative of the various views of climate as a transformer of inputted objective aspects into employee outcomes (Saunders, 2008). The organisational elements and work environment structure together result in perceived organisational climate. This climate influences and shapes the outcomes and behaviour of employees.

2.2.1 Definition of Organisational Climate

Organisational climate refers to the perceptions that the organisation members share of fundamental elements of their organisation (West, Smith, Lu Feng & Lawthom, 1998). It consists of elements (such as behavioural and attitudinal characteristics and shared perceptions) which are empirically accessible.

Organisational climate is a set of perceived attributes which result from the manner in which the organisation deals with its employees and environment. It is the manner in which organisations effect routine, habitual behaviours and the actions that are expected, supported, encouraged and rewarded (Schneider and Rentsch, 1988).

Organisational climate is an integral part of the broader climate concept which also comprises of facets of the social environment that are consciously perceived by the organisational members (Patterson *et al*, 2004 cited in Saunders, 2008). Organisational climate has been widely defined as „the shared perception of organisational members’ or the personality of the organisation or the „way that things are done around here’ and the way an organisation treats its members (Ribton-Turner, 1995). Gray (2000) succinctly sums up organisational climate to be „what it feels like to work here’. Moran and Volkwein (1992) provided more depth in their definition of organisational climate when they defined it to be a characteristic of an organisation which is relatively enduring and which distinguishes the organisation from other organisations, and which:

- a) is an embodiment of the employees collective perceptions of the organisation with regard to aspects such as trust, innovation, support, acknowledgement/recognition, autonomy, cohesiveness and fairness
- b) is produced as a result of the interaction of the employees
- c) acts as a basis for interpreting the situation
- d) reflects the prevalent norms and attitudes of the organisation’s culture and
- e) serves as a source of influence for shaping behaviour.

According to Goleman (2000) the following six essential factors influences the work climate of an organisation:

- a) the level of freedom experienced by employees to innovate without red tape
- b) the level of standards set
- c) the sense of responsibility of an employee to the organisation
- d) the level of commitment to a common purpose
- e) the level of clarity on mission and values and
- f) the sense of accuracy regarding feedback on performance and the appropriateness of rewards.

The climate is not the same for the whole organisation – subunits and work-groups would experience different types of climates. This is because of the difference in the employment positions, work groups, and type of work undertaken. Litwin and Stringer (1968: p1) defined organisational climate as “a set of measurable properties of the work environment, perceived directly or indirectly by people who live and work in this environment and assumed to influence their motivation and behaviour”. In his later works with Burke, Burke and Litwin (1992) defined organisational climate as the perceptions of employees regarding the manner in which their local section is governed and the level of efficiency and cohesiveness shared by them and their colleagues. Thus organisational climate is not an evaluation of what the employees of the organisation or sub-unit believe the organisation 'should be like' but is instead the assessment of the employees' collective view of what the organisation „actually is like'. Hence it represents the shared perceptions of the characteristics of the organisation and not the idiosyncratic descriptions from individual employees.

Nel, van Dyk, Haasbroek, Schultz, Sono & Werner (2004) defined organisational climate as being an all-encompassing concept which could be viewed as being the consequential outcome of the work environment i.e. interpersonal and intra-group job satisfaction, human relations, leadership and Herzberg's hygiene factors. Martins (1997) saw organisational climate as being an enduring quality of the internal environment which is not only experienced by employees but also impacts on their conduct and which can be articulated in terms of the values of a particular set of characteristics of the organisation.

There are three behavioural levels to organisational climate namely the individual, interpersonal or work group and the organisational (Saunders, 2008). These levels interact at various degrees and produce what is the organisational climate. According to Bottyán (2004) organisational climate refers to the collective current impressions, expectations and feelings of the members of the work unit which then impact on members' relations with supervisors, with one another and with other units.

For the purposes of this study the following definition of organisational climate will be used: it is the shared perception of a set of measurable characteristics of an organisation which directly or indirectly impacts on the behaviour and satisfaction of the employees.

2.2.2 Organisational Climate vs. Organisational Culture

Research has revealed that there are various definitions of the term organisational climate but there is an apparent lack of agreement on a single unified definition. This stems from its association with organisational culture. Organisational climate and organisation culture, though associated, are not one and the same. Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson & Wallace (2005) likens these two concepts as being the two sides of a coin. Organisational climate is concerned with the perceptions of the employees (the foreground) whereas culture is looking at the beliefs and values (the background). Organisational climate is behaviourally orientated while the existence of patterns of behaviour is explained by organisational culture (Schneider, 2000). The boundaries of behaviour are determined by culture yet it is the climate which influences the behaviour. Culture is unwritten, implicit and based in norms, values and beliefs whereas climate is more overt, is based on individuals' perceptions and is not static but is instead in a constant state of flux.

Climate is concerned with the employees' evaluation of their work environment whereas culture is a more subjective account of the fundamental values of an organisation. The level of analysis for climate is the work group or department while for culture it is the organisation itself. This is not to say that there is no relationship between them. Climate is influenced by culture and while the perceptions of the employees define both climate and culture, the level at which this is done is different (Burke and Litwin, 1992).

2.2.3 Models for Measuring Organisational Climate

The following are the main models developed for measuring organisational climate.

2.2.3.1 Organisational Climate Questionnaire

In 1968 Litwin and Stringer developed the Litwin and Stringer Organisational Climate Questionnaire (LSOCQ) as a means of measuring climate. The questionnaire consisted of nine dimensions targeted at satisfying the following three management needs –

- 1) accurately describing the state of affairs
- 2) associating the dimensions to particular stimuli and motivated behaviour
- 3) and facilitating management to measure changes in the situation.

The dimensions of the LSOCQ are illustrated in Table 2.1.

DIMENSION	DESCRIPTION
Structure	The feeling that employees have about the constraints in the group and how many rules, regulations and procedures there are; the feeling that there is an emphasis on „red tape’ and going through channels, or that there is a loose and informal atmosphere.
Responsibility	The feeling of being your own boss, not having to double check all your decisions; when you have a job to do, knowing that it is your job.
Reward	The feeling of being rewarded for a job well done, emphasising positive rewards rather than punishments; the perceived fairness of the pay and promotion policies.
Risk (Challenges)	The sense of riskiness and challenge on the job and in the organisation; whether there is an emphasis on taking calculated risks, or that playing it safe is the best way to operate.
Warmth	The feeling of good general fellowship that prevails in the work group atmosphere; the emphasis on being well-liked; the prevalence of friendly and informal social groups.
Support	The perceived helpfulness of the managers and their employees in the group; emphasis on mutual support from above and below.
Standards	The perceived importance of implicit and explicit goals and performance standards; the emphasis on doing a good job; the challenge represented in personal and group goals.
Conflict	The feeling that managers and other workers want to hear different opinions; the emphasis placed on getting problems out in the open, rather than smoothing them over or ignoring them.
Identity	The feeling of pride and loyalty toward the organisation and work group.

Table 2.1: Dimensions of Litwin and Stringer Organisational Climate Questionnaire

Adapted from Saunders, J. 2008. **An Assessment of the Relationship between Organisational Climate and Organisational Commitment within the IT Department of a Telecommunications Company**, unpublished dissertation, Rhodes University. p16.

Table 2.1 sets out the nine dimensions of organisational climate which was used by Litwin and Stringer in the Organisational Climate questionnaire they developed in 1968. Each dimension is followed by a description detailing attributes of the dimension.

A number of studies conducted were not in support of Litwin and Stringer's questionnaire. Patterson *et al* (2005) suggested that it was more appropriate to use a six factor structure. They further stated that the scales used by Litwin and Stringer show poor split-half reliabilities. According to Saunders (2008) it was found that the questionnaire lacked validity and did not serve as a consistent measurement device. On the other end of the spectrum Brown and Brook (2002) found that despite its problems and critiques the LSOCQ was a useful indicator of perceptions and the questionnaire was utilised by them as an initial framework to assist in data coding.

2.2.3.2 Model of Organisational Climate

In 2005 Patterson *et al* designed the proprietary Organisational Climate Measure (OCM[®]) which examined the organisational attributes which actually make up an individual's organisation context. Patterson *et al* (2005) developed their model around Quinn and Rohrbaugh's four-factor model of Competing Values Framework (CVF), which Quinn and Rohrbaugh developed in 1983 (Saunders, 2008). The CVF consists of two value dimensions on two axes namely organisational focus (ranging from internal or people-oriented to external or task-oriented) and organisational preference (flexibility and change to stability and control). Combined these axes form four quadrants: Internal Process, Human Relations, Open Systems and Rational Goal as depicted in Figure 2.2 below.

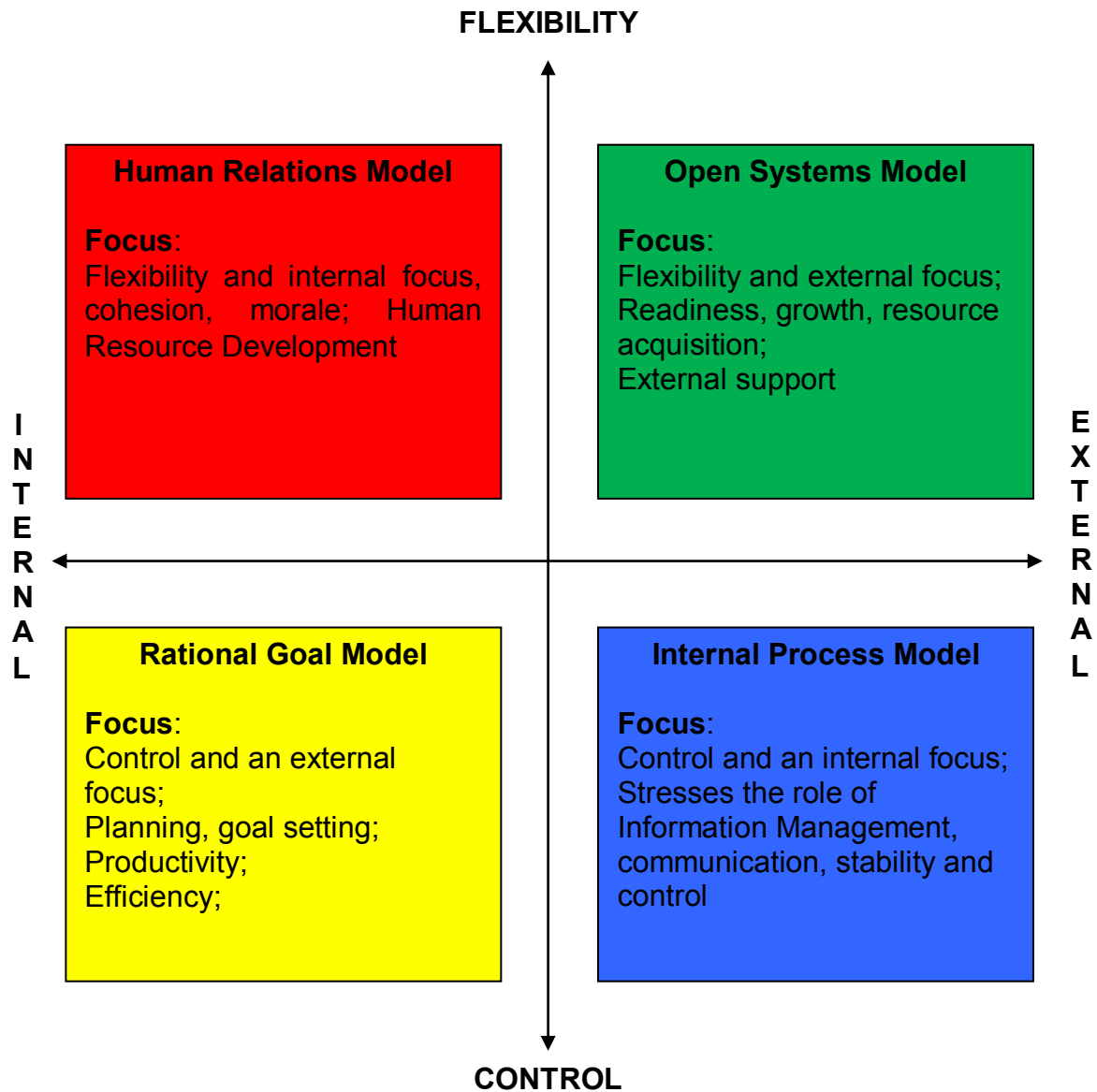


Figure 2.2: Competing Values Framework (CVF) Quadrants

Adapted from Saunders, J. 2008. **An Assessment of the Relationship between Organisational Climate and Organisational Commitment within the IT Department of a Telecommunications Company**, unpublished dissertation, Rhodes University. pp11-13.

Figure 2.2 illustrates the four quadrants in the CVF and the associated areas of focus. It is apparent that these four quadrants represent opposing assumptions e.g. the open systems model focuses on flexibility and external focus whereas the internal processes model focuses on control and internal focus. The quadrants in the CVF provides a description of the general realm of valued outcomes together

with the managerial beliefs of the method in which to achieve these outcomes (Patterson *et al*, 2005).

Patterson *et al* (2005) used the CVF to develop the framework for the multidimensional Organisational Climate Measure (OCM[®]) as they believed that the CVF provided the organisational climate concept with a framework of underlying values. Dimensions for the OCM[®] were selected from those which were frequently adopted in climate studies since 1960 and which fitted unambiguously in one of the four CVF quadrants (Ancarani, Giammanco & Mauro, 2011). The climate dimensions (as per the OCM[®]) in relation to each CVF quadrant is identified and defined in Appendix 1.

2.3 Job Satisfaction

Despite the advances in technology and the move in many industries to automation organisations still remain social systems where the human element provides the most important factor for efficiency and effectiveness. A lack of skilled, committed employees could be the difference between a successful organisation and an unsuccessful one. Job satisfaction is one of the critical elements to attract and retain well-qualified staff (Rad and Yarmohammadian, 2006). Job satisfaction is not one dimensional in focus but encompasses aspects that are intrinsic and extrinsic in nature such as the remuneration received and the level of recognition received.

2.3.1 Definition of Job Satisfaction

The concept of job satisfaction has been widely studied over the last forty years. As such there are various definitions and theories which have emerged around this concept. It is not merely a result derived from incentive programmes. Rather job satisfaction encompasses specific aspects of satisfaction related to work conditions, salary, incentives and benefits, promotions, and relationships with co-workers (Misener, 1996). It is an expression of the feelings of employees towards the nature of their jobs, promotion opportunities available to them and the level of pay (Schermerhorn, Hunt & Osborn, 2005).

Spector (1997) defines job satisfaction as being the degree to which people like their jobs and its different aspects. It is concerned with the degree of contentment experienced by the employee with regard to the social, economical, progressional and challenging nature of work. According to Locke (1969: p316) overall job satisfaction has generally been defined as “a function of the perceived relationship between what one wants from one’s job and what one perceives it as offering”. It is the level of fulfilment that an employee receives in conducting his duties. More recent studies have described job satisfaction as being an employee’s perception, cognisant of their circumstances, needs and expectation, of their job (Buitendach and de Witte, 2005) and as being an employee’s assessment of their job based on the factors the employee deems important (Sempane, Rieger & Roodt, 2002).

Job satisfaction can be both intrinsic and extrinsic. Intrinsic job satisfaction is derived from rewards which are internal in nature such as feelings of accomplishment, achievement from the job itself and opportunities for growth whereas extrinsic job satisfaction is derived from rewards which are external in nature such as company policies, promotions, supervisor support, work colleagues and good pay. Adeyemo (2000) believes that job satisfaction is largely controlled by factors which are external to the employee. Ultimately job satisfaction results in the creation of confidence and loyalty among employees. This in turn leads to an improved quality of work in the workforce. Hence one can deduce that the organisational climate that one operates in can have a significant impact on the job satisfaction experience by an employee.

According to Kreitner and Kinicki (2008) job satisfaction is not a unitary concept – a person can be satisfied with one aspect of work and dissatisfied with five others. The Job Descriptive Index is one tool which can be used to assess one’s satisfaction with the different dimensions of the job such as pay, incentives, nature of work, co-workers and manager/supervisors. There are five elements which lead to job satisfaction. These are:

- 1) **Needs fulfilment:** satisfaction is determined by the extent to which characteristics of the job allow an individual to fulfil his needs with unmet needs affecting satisfaction and turnover.

- 2) **Discrepancies:** satisfaction is a result of met expectations (i.e. what the employee expects and what the employer gives). If the employee gets what he expects then the expectations have been met.
- 3) **Value Attainment:** satisfaction results from the perceptions that a job allows for fulfilment of an individual's important work values.
- 4) **Equity:** how fairly one is treated at work in relation to a counterpart.
- 5) **Dispositional/Genetic Components:** both personal traits and genetic factors play a part in job satisfaction.

(Kreitner and Kinicki, 2008)

Aside from the causes there are various theories which can be used to explain the need for job satisfaction. For the purposes of this study the focus will be on the three main theories. However, it is important to delve into the antecedents of job satisfaction.

2.3.2 Antecedents of Job Satisfaction

The determinants of job satisfaction can be divided into two perspectives namely content perspective and process perspective (Foster, 2000). The content perspective focuses on needs fulfilment, assuming that all individuals have the same set of needs and prescribing the characteristics which should be present in jobs (Foster, 2000). In other words the content perspective looks at needs and factors which stimulate behaviour i.e. the „what' or cause of the needs. Theories related to this perspective are Maslow's need hierarchy theory, and Herzberg's motivator-hygiene theory and McClelland's need theory.

The process perspective de-emphasises needs, concentrating instead on the cognitive processes which lead to job satisfaction (Foster, 2000). This perspective focuses on the way in which human behaviour is initiated, directed, sustained and stopped i.e. the how. Vroom's expectancy theory and Adam's equity theory are two of the theories which relates to the process perspective. While some may argue that only one theory can apply per situation, Rollinson (2008) advocates that both these perspectives i.e. the expectancy theory and the equity theory are complementary.

Antecedents of job satisfaction can be classified into two broad categories: demographic or personal factors and environmental factors (Spector, 1997). The demographic factors focus on individualistic characteristics such as race, gender, age, work experience, employment level and educational levels while environmental factors focus on characteristics of the immediate job environment such as salary, relationship with co-workers, autonomy, supervision, opportunities for promotion, recognition, workload, and appraisal (Ellickson and Logsdon, 2001). In addition, Brunetto and Farr-Wharton (2006) discovered that communication (frequency, approach, content, direction) and ambiguity (with customers, supervisor, ethical and promotional) were significant determinants of public sector employees' level of job satisfaction. Other determinants of job satisfaction include professionalism, job turbulence, and extrinsic rewards (McCue and Gianakis, 1997). Leadership behaviour is also a significant determinant of job satisfaction (Yousef, 2000).

The relationship between leadership style and employee job satisfaction in different organisations has been researched and "job satisfaction was significantly correlated and affected by leadership style of managers" (Rad and Yarmohammadian, 2006: p17). Management styles, decision-making processes and recognition all contribute to organisational climate and the level of job satisfaction. Vries, Roe & Taillieu (1998) found that job satisfaction was increased under a people-oriented management style while there has been studies that have demonstrated that participative decision making can be beneficial to workers' mental health and job satisfaction (Chen & Silverthorne, 2005). Chen & Silverthorne (2005) found that there was a correlation between the different management styles and the levels of job satisfaction – when leaders demonstrated high levels of consideration and supportive behaviour, their subordinates tended to have higher levels of job satisfaction. Savery (1994) discovered that the highest impact on job satisfaction resulted from the democratic style of management as the employee was made to feel trusted, competent and part of the process. Consequences of job satisfaction/dissatisfaction comprise of impact on job performance, absenteeism, health issues, counter-productive behaviour and turnover of staff (Spector, 1997).

2.3.3 Theories of Job Satisfaction

The three main theories which can be linked to job satisfaction are Maslow's Need Hierarchy theory, McClelland's Need theory and Herzberg's Motivator-Hygiene theory.

2.3.3.1 Maslow's Need Hierarchy Theory

According to Maslow there are five basic needs that humans all have and these needs are hierarchically arranged with individuals' working their way up the hierarchy until they reach the summit. The needs (in ascending order) are physiological, safety, love, esteem and self-actualisation (Kreitner and Kinicki, 2008). Figure 2.3 graphically depicts Maslow's needs hierarchy.

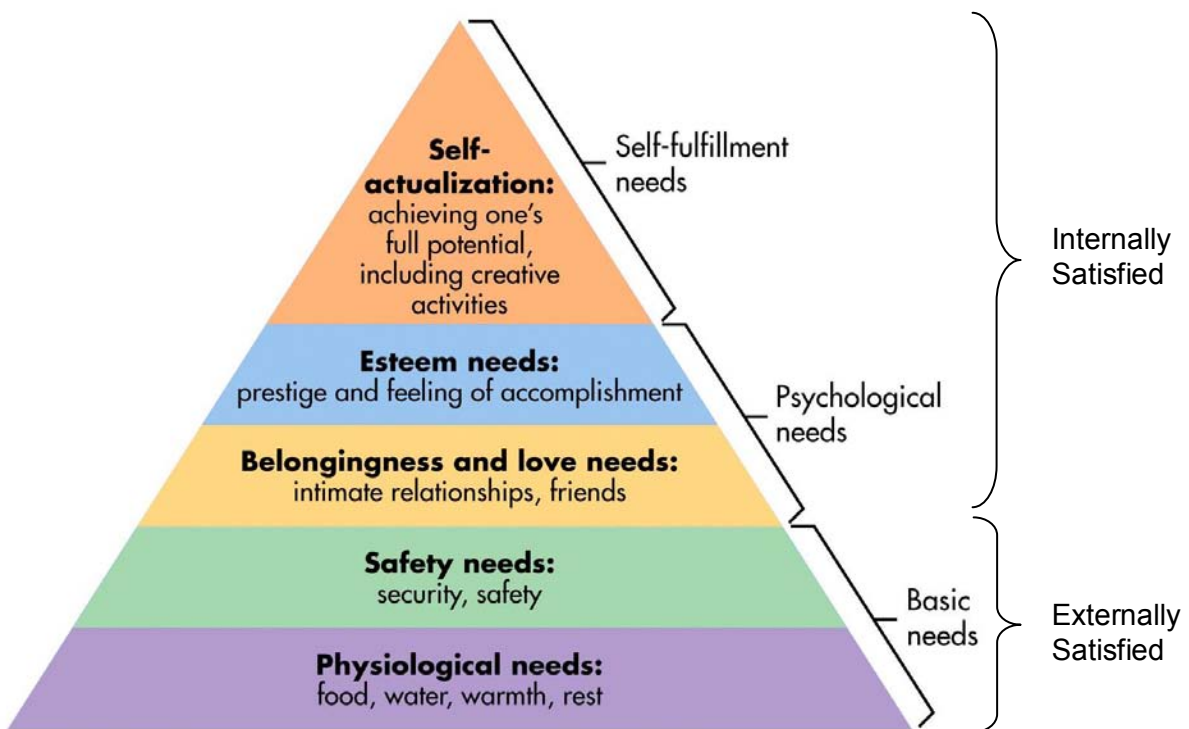


Figure 2.3: Maslow's Hierarchy of Needs

Adapted from Wiriadinata, 2011

Human needs have been divided into five levels and arranged in order of importance. Maslow's pyramid illustrates the five levels of human need. The most basic need is at the bottom of the pyramid and as one progresses up the pyramid

the needs get more complex. Physiological needs are the basic needs of man and necessary for survival. These needs include food (hunger), water (thirst), shelter (warmth) and sex (reproduction). Once this basic level of need is met we move onto the next level of need which is safety. This level relates to protection from danger, threats and physical and psychological harm. The third level of need is that of love and functions at the psychological level. These needs are learned and developed through sustained contact with the social environment. This level of need is characterised by acts of friendship and altruism, the desire to give and receive affection and emotional support and the desire for group acceptance and belonging. These needs are infinite and can never be completely satisfied (Ivancevich & Matteson, 2005).

The fourth level of need is that of esteem. This encompasses social status such as reputation, recognition, prestige and appreciation for self-efficacy or confidence for high levels of performance (external component) as well as job satisfaction, high motivation, self-confidence and strength (internal component). The final level of the hierarchy of needs is self-actualisation. This is the desire to fulfil potential and make maximum use of ones experience and talents. It is the desire for self-fulfilment – to become the best that one is capable of becoming (Kreitner and Kinicki, 2008).

According to Maslow it is the needs of esteem and self-actualisation which are associated with job performance and satisfaction and this is what managers need to focus on satisfying. Recognition on the job, approval from peers, managers and executives can all contribute to self-efficacy and social status (Ivancevich *et al*, 2005). Self-actualisation is not limited to the work environment and if the work environment does not provide opportunities for self-actualisation then the employees will begin to look elsewhere. In order to avoid this managers need to take note of this tendency and provide more opportunities for employee self-actualisation (Ivancevich *et al*, 2005). This may require the subordinate to be given certain levels of „authority’ and decision-making power. Depending on the organisation and the immediate manager this may or may not be realised. This may lead to the employee having unsatisfied needs and result in undesirable outcomes at work. This leads to job dissatisfaction and the outlet to these feelings

is usually reduced work performance, absenteeism and late coming or in extreme cases the employee leaving his place of employment for other opportunities.

There are two aspects to Maslow's theory –

- 1) Man is a continuously wanting being with the result that when one need is satisfied another manifests itself in its place; and
- 2) The needs are arranged in levels of importance and lower order needs must be satisfied before higher order needs.

(Gerber, Nel & van Dyk, 1998)

Lower level needs are easily satisfied in the organisation through monetary incentives. It is the higher order needs that require more effort in satisfying such as social interactions, more meaningful work and greater autonomy to employees. Job satisfaction is based on the belief that future job situations have greater potential for meeting higher order needs and organisations need to guide and direct the behaviour of employees so that organisational needs and individual needs are met simultaneously (Ivancevich, *et al*, 2005).

2.3.3.2 McClelland's Need Theory

McClelland's theory can be used to support the need for job satisfaction and the impact of management style and organisational climate in that there are three main needs of an individual: the need for achievement; affiliation and power. The need for achievement is to accomplish something difficult where success is measured through the employee's own efforts and feedback is given on their performance (Robbins and Judge, 2007). The climate and management style needed here is one which would recognise the skills and potential of staff and delegate tasks to them which will develop their skills, leading to a feeling of accomplishment and satisfaction.

McClelland's theory formed the basis for the first comprehensive organisational climate study conducted by Litwin and Stringer in 1968. The purpose of that study was to assess how organisational climate affected human motives for achievement, power and association. The Litwin Stringer Organisational Climate Questionnaire (LSOCQ) which was aimed at satisfying the following three

management needs i.e. accurately describing the organisational climate, relating the dimensions to specific motivations and motivated behaviours and enabling management to measure changes in the organisational climate.

2.3.3.3 Herzberg's Motivator-Hygiene Theory

Herzberg undertook to determine factors associated with job satisfaction and dissatisfaction and discovered separate, distinct factors for each. He then separated these into two categories viz: hygiene factors and motivator factors represented in Figure 2.4.

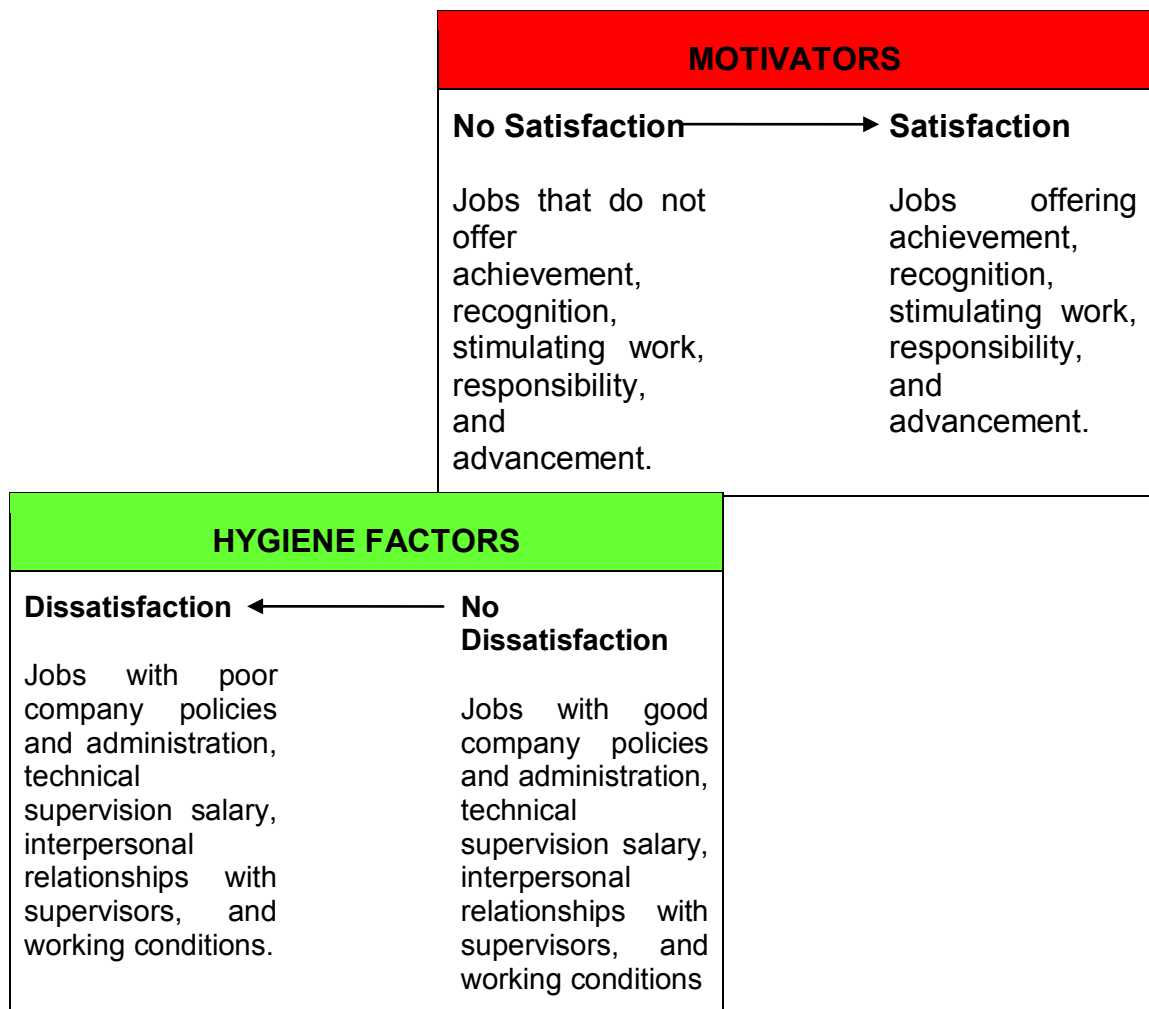


Figure 2.4: Herzberg's Motivator-Hygiene Model

Adapted from Kreitner, R. and Kinicki, A. 2008. *Organisational Behaviour*. 8ed. New York: McGraw-Hill. p216.

Motivator factors are all those related to outcomes which are associated with the content of the task being undertaken while hygiene factors are associated primarily with work context or environment. Herzberg (1968 cited in Kreitner and Kinicki, 2008) found that job satisfaction was not only associated with motivator factors such as achievement, recognition and advancement but also with hygiene factors such as interpersonal relations with one's supervisor, technical supervision and working conditions. Motivator factors are intrinsic in nature while hygiene factors are extrinsic. According to Robbins and Judge (2007), Herzberg believed that the relation of an individual to his work is basic and it is one's attitude toward the work that could determine success or failure. It is the motivator factors which cause an employee to move from a state of no satisfaction to satisfaction and managers can influence this by incorporating 'motivators' into the employee's job.

An employee starts at a neutral position with few attitudes towards his job but as he works he is exposed to the two factors (Motivator and Hygiene) which then impact on his/her job satisfaction. If an employee is not experiencing satisfaction this does not mean that he is dissatisfied. According to Herzberg (1968) the opposite of job satisfaction is not dissatisfaction but rather a lack of satisfaction and likewise the lack of job dissatisfaction is not satisfaction but no dissatisfaction. What this means is if, for example, the building had no water on a sweltering hot summer's day then the employees would be greatly dissatisfied. If, however, there was water as normal the employees would not take notice or be particularly satisfied or grateful. Herzberg's theory relates "intrinsic factors to job satisfaction, while associating extrinsic factors with dissatisfaction" (Robbins and Judge, 2007: p189).

Herzberg's research reveals that factors leading to job satisfaction are distinct and independent of those variables which lead to job dissatisfaction – they are not part of a continuum but are two separate variables. Removing those factors which result in job dissatisfaction may bring about peace but it does not result in job satisfaction. Rather the way to do that is to emphasize those characteristics which are intrinsically rewarding i.e. the motivator factors such as promotional opportunities, opportunities for growth, recognition, responsibility, and achievement.

2.4 Organisational Climate and its Relationship to Job Satisfaction

The relationship between organisational climate and job satisfaction is an important one. History recognises the powerful influence that organisational climate has on employee cognitions, attitudes and behaviour (Ostroff, 1993). The effect of organisational climate may result in the organisation never realising the full potential of its employees due to the behavioural constraints and may prevent employees reaching their full potential due to the lack of stimuli to influence these behaviours. Dimensions such as support, integration and leadership facilitation have been found to impact on job satisfaction (Saunders, 2008). Job satisfaction, together with commitment, impact on a number of outcomes such as turnover, performance, absenteeism and tardiness (Cohen, 1999). For organisations which believe that they have a responsibility to provide employees with challenging and intrinsically rewarding jobs high employee satisfaction is important (Robbins, 2001).

Patterson *et al* (2004) studied 42 manufacturing companies to identify a liaison between organisational climate and productivity mediated by job satisfaction. It was found that there was a significant correlation between productivity and various aspects of organisational climate and that the greater the influence of organisational climate on satisfaction the greater the productivity of the employees. The perceived organisational climate was related to various outcomes such as job satisfaction and performance. Parker, Baltes, Young, Huff, Altmann, LaCost & Roberts (2003) reported that there existed a direct relationship between the perceived organisational climate and job satisfaction and work attitudes (such as work commitment and involvement) and indirectly related to performance. These findings were confirmed by Carr, Schmidt, Ford & DeShon (2003) who reported similar findings from their analysis.

2.5 Summary

Ensuing from the various definitions and research conducted on organisational climate it is evident that the work climate of an organisation has an impact on and gives rise to employee behaviours and organisational outcomes. A significant

relationship exists between organisational climate and employee job satisfaction. Organisational climate is perceptual while job satisfaction is attitudinal. Organisational climate is constructed of elements which can be changed by management in order to affect the quality of work environment and is an indication of how effective organisations are at mobilizing their human capital. Research has shown that job satisfaction is an important factor to staff retention and productivity. While there is research on organisational climate and job satisfaction, the focus has been on the private sector and business. Not much research has been done on organisational climate and its link to job satisfaction in the government sector. This study will attempt to bridge this gap by conducting empirical research in a Government Department. The next chapter outlines the research methodology used to examine the organisational climate and employee job satisfaction at the Department.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Chapter Two reviewed the literature related to the elements and theories associated with organisation climate and job satisfaction. The discussions in the previous chapter forms the basis for the empirical study to determine the organisational climate in the Department and its impact on employee job satisfaction. This chapter describes the aim and objectives of this study. It highlights the manner in which the research was explored, the research tools, methodology and procedures employed and the manner in which the participants were selected. A comparison between the qualitative and quantitative research methods will be provided. In addition a description of the statistical techniques used for data analysis and the choice of research equipment will be provided.

3.2 Aim

Organisations are social systems in which human resources are crucial factors for effectiveness and efficiency, and are integral to achieving the objectives of the organisation. The success of an organisation in attaining its goals and objectives is dependent on the organisational climate within which employees function and the effect of this on their perception and job satisfaction. The employees perception of the organisational climate impacts on various outcomes such as productivity, profitability, job satisfaction, organisational commitment (Patterson *et al*, 2004), quality of service provided (Davidson, 2003), as well as quality management (Kuei, Madu, Lin & Lu, 1997) and support for innovation (Montes, Moreno & Fernandez, 2004). These factors have a direct impact on the level of job satisfaction of employees. In order to attain and maintain organisational effectiveness employee job satisfaction is a critical component. Therefore the aim of this study is to assess the organisational climate of the Department and to discover if there is a link between the organisational climate and employee job satisfaction.

3.3 Objectives

The objectives of the study are to:

- 1) Identify the employee perceptions of the organisational climate in the Department
- 2) Identify the level of job satisfaction of employees in the Department
- 3) Compare the employees' perception of the organisational climate to that of the managers
- 4) Identify the factors of the organisational climate which impact most on employee job satisfaction
- 5) To identify ways in which the organisational climate can be improved

3.4 Target Audience

The study is targeted at the employees of the Government Department in KwaZulu-Natal. Due to the fact that the Department is a provincial department and has offices in Durban and Pietermaritzburg a decision was taken to target the entire Department as participants in the study in order to achieve an accurate reflection of the organisational climate in the Department and its impact on the job satisfaction of the employees. The Department was chosen because firstly, while there is abundant research done on organisational climate and its links to organisational commitment and job satisfaction this is mainly from the perspective of the private sector. There is limited research into organisational climate and its impact on employee job satisfaction in the public sector hence this study will contribute to that body of research. Secondly at a time when the country was undergoing the local government elections this was the only government department willing to undergo such a study.

3.5 Sampling

The process of selecting portions of a total group of people or a population for the purpose of forming conclusions of the entire population is referred to as sampling (Cooper and Emory, 1995). The reason for selecting just a portion of the population is that a sample is a relatively small subgroup or category of the

population (Hair, Babin, Money & Samuel, 2005) and it is only some elements of a population that form a sample (Sekaran and Bougie, 2010). Thus sampling is the process of selecting elements from the population within which a study is to be undertaken and analysing this to provide findings which can be used to generalize to the total population. A sampling frame is a physical representation of all the elements. The sampling frame for this study is the email list of all the employees of the Department. Sampling can be broadly divided into two types i.e. probability and non-probability sampling. This will be discussed in greater detail below.

3.5.1 Probability Sampling

There are two techniques to choose a sample and the difference between the two sampling techniques can be attributed to their element selection and representation (White, 2000). Probability sampling uses random selection and is based purely on chance. There is no control of the elements which get selected (also known as a non-zero chance of selection). Probability sampling is used when there is a known possibility of elements in the population being chosen as part of the sample (Sekaran and Bougie, 2010). Probability sampling can be further divided into two categories namely unrestricted probability sampling and complex or restricted probability sampling (Sekaran and Bougie, 2010).

- **Unrestricted Probability Sampling**

The unrestricted probability sampling consists of single random sampling design where all the elements of the population are considered and each element has the same chance of being chosen as the subject. The advantages of this form of sampling is that it is the least biased method and has the potential for the most generalising while its disadvantage is that it is not as efficient as stratified sampling (Sekaran and Bougie, 2010).

- **Restricted Probability Sampling**

Restricted or complex probability sampling on the other hand has five sample designs which will be described in greater detail below.

- Systematic sampling
This is when every n^{th} element in the population is chosen starting from a random point in the sampling frame. This technique is easy to use if a sampling frame is available and is more efficient than simple random sampling, however systematic biases are possible (Sekaran and Bougie, 2010).

- Stratified random sampling
This is used for homogenous subgroups in a population. The population is first divided into meaningful segments. In proportionate stratified random sampling subjects are drawn in proportion to their original numbers in the population whereas disproportionate stratified random sampling is based on criteria other than their original population numbers (Sekaran and Bougie, 2010). This method has the advantage of being the most efficient among all probability designs wherein all groups are adequately sampled and comparisons among groups are possible. However, the stratification must be meaningful and a sampling frame for each stratum is essential. This makes this technique more time-consuming than either simple random sampling or systematic sampling (Sekaran and Bougie, 2010).

- Cluster sampling
Groups that have heterogeneous members are first identified, then some are chosen at random. According to Sekaran and Bougie (2010) this is used when there is no sampling frame available. All members in each of the randomly chosen groups are studied. The cost of data collection is low in geographic clusters, however this method is the least reliable, least efficient and least generalisable of all the probability sampling designs as the subsets are more homogenous than heterogeneous and there can be bias (Sekaran and Bougie, 2010).

- Area sampling
This is effectively cluster sampling within a particular area or locality. It is a cost-effective method and is useful for decisions relating to a particular location but it is time consuming collecting data from an area.

➤ **Double sampling**

This is when the same sample or a subset of the sample is studied twice. The advantage is that it offers more detailed information on the topic of study however, the disadvantages are that original biases, if any, will be carried over and more importantly individuals may not be happy responding a second time (Sekaran and Bougie, 2010).

3.5.2 Non-Probability Sampling

Non-probability sampling is not random or based on the chance surmise that the population is well represented. There is no element of randomness of the possibility of equal participation and it is not known whether an element has a chance of being selected as a subject in the sample. Instead non-probability sampling is more arbitrary than probability sampling and “relies on the judgement of the research” (Partington, 2002: p107). The researcher has the discretion to include or exclude elements from the sample. Non-probability sampling can be divided into two broad categories namely convenience sampling and purposive sampling (Sekaran and Bougie, 2010).

- **Convenience Sampling**

As the name implies the most easily accessible members are chosen as subjects. This technique is quick, convenient and less expensive however it does have the disadvantage of not being generalisable.

- **Purposive Sampling**

Purposive sampling consists of two sample designs – judgment sampling and quota sampling.

➤ **Judgment sampling**

Subjects are selected on the basis of their expertise in the subject investigated. While this may sometimes be the only meaningful way to investigate generalisability, it is questionable and the results cannot be generalised to the entire population (Sekaran and Bougie, 2010).

➤ Quota random sampling

Subjects are conveniently chosen from target groups according to some predetermined number or quota. This method of sampling is useful where the minority population in a study is critical however the drawback is that one is unable to generalise the results (Sekaran and Bougie, 2010).

A restricted probability sampling technique will be used in the collection of data. Due to the size and the various categories of employees in the public sector the stratified random sampling method is the most suitable to be used in collecting data for this study. The population can be stratified according to department and a random sample from each sub-group is then taken and subjected to the questionnaire. Probability sampling has the advantage of allowing one to make inferences from the information about a random sample to the population from which it was selected. Stratified random sampling is an efficient sampling method and allows one to trace the differences in the parameters of the subgroups. This method will ensure that one is able to obtain data which is representative of the public sector. The information derived from the questionnaires will form the foundation of the study and prove if there is a link between organisational climate and employee job satisfaction. In order to avoid any bias or skewing of the results the questionnaire will be sent via email to the entire Department which consists of approximately 1000 employees with access to the Internet. For a population of this size a sample of 278 respondents is needed for a 95% level of confidence (The Research Advisors, 2008).

3.6 Quantitative vs. Qualitative Analysis

Research design provides a framework for the collection and analysis of data (Bryman and Bell, 2007). Research and data collection can be undertaken using qualitative analysis or quantitative analysis. Quantitative research is concerned with the gathering of numerical data whereas qualitative research is focused on gaining understanding of the social phenomena (McMillan and Schumacher, 2001).

Quantitative research can be explained as a research strategy which accentuates the quantification in the collection and analysis of data. Quantitative research involves measuring or counting attributes – data collected is translated into numerical data – and this approach is often concerned with finding evidence to either support or contradict a hypothesis (Learning to Analyse...2008). Quantitative research is a clear, objective manner in which to investigate the relationship between phenomena

Qualitative research can be explained as a research strategy that emphasizes words as opposed to quantification in the collection and analysis of data. It does not simply count things but is a way of recording people’s attitudes, feelings and behaviours (Learning to Analyse...2008). Qualitative research is subjective but provides a detailed description of observations. Thus qualitative research, which uses probing, in-depth, face-to-face interviews, would yield more insightful and informative findings than quantitative research, and would provide the researcher with the opportunity to clarify responses with informants by asking spontaneous searching questions. The differences in quantitative and qualitative research are explored in Table 3.1.

QUANTITATIVE RESEARCH	QUALITATIVE RESEARCH
The aim: to classify and count features and develop statistical models to elucidate what is observed.	The aim is a complete, comprehensive description.
The researcher knows clearly in advance what s/he is looking for.	The researcher may only know roughly in advance what s/he is looking for.
The researcher is independent from that the subject being researched.	There is interaction between the researcher and the subject being researched.
Recommended during concluding phases of research projects.	Recommended during earlier phases of research projects.
All facets of the research study are carefully designed before data is	The design emerges as the study unfolds.

collected.	
The researcher uses tools, such as questionnaires or equipment to collect numerical data.	The researcher is the data gathering instrument and uses focus groups, and in-depth interviews.
Numerical – data is in the form of numbers and statistics.	Text-based – data is in the form of words, pictures or objects.
Objective: seeks precise measurement & analysis of target concepts e.g., uses surveys, questionnaires etc.	Subjective: individuals interpretation of events is important e.g., uses participant observation, in-depth interviews etc.
More efficient, able to test hypotheses, but may miss contextual detail.	More 'rich', time consuming, and less able to be generalized.
Researcher tends to remain objectively separated from the subject matter – provides observed effects.	Researcher tends to become subjectively immersed in the subject matter and describes the issue from the point of view of those experiencing it.

Table 3.1. Differences between quantitative and qualitative research

Adapted from Neill, 2007

Qualitative analysis focuses on a lesser number of elements due to the nature of research but provides more in-depth information. Quantitative analysis takes less time and can cover a larger number of elements. However, the information obtained is less in-depth than that of the qualitative analysis method. Both methods come with their own sets of advantages and disadvantages which will be explored in the next section.

3.6.1 Advantages and Disadvantages of Qualitative and Quantitative Research

Like most options there are advantages and disadvantages with the two research methods. Qualitative research is difficult to replicate due to its unstructured nature and lack of standard procedures. While the method does yield more in-depth analysis there is a marked lack of transparency in how the research was

undertaken. The quantitative method on the other hand is far less resource consuming yet it relies on the assumption that the subjects undertaking the questionnaire firstly understand the question and secondly interpret it in a similar manner. The key advantages and disadvantages are set out below.

- **Qualitative Research Methods**

- Advantages (Learning to Analyse...2008)

The qualitative research method provides depth and detail by considering the attitudes, behaviours and feelings of the respondents. It creates an atmosphere of openness by having semi- or unstructured response options which encourages people to expand and explain their responses and avoid pre-judgements. This method stimulates individual experiences by building a detailed picture of why people act and react in a particular manner.

- Disadvantages (Adapted from Learning to Analyse...2008)

The labour intensive nature of this method means that it is costly and time consuming which often results in fewer people being consulted. The fewer respondents makes it difficult to generalise the findings and because of the subjective nature of this method it is difficult to make systematic comparisons. Lastly the skill of the researcher is extremely important especially in focus groups and in-depth interviews.

- **Quantitative Research Methods**

- Advantages (Adapted from Learning to Analyse...2008)

This method is less time, money and labour intensive allowing for a broader study with a greater degree of generalisation of results. Fewer variables are used and validity and reliability are ensured through the use of prescribed procedures. The research is replicable and since the researcher keeps a distance from the respondents there is less bias and more objectivity.

➤ Disadvantages (Adapted from Learning to Analyse...2008)

The datasets collected is much narrower and the results are limited. Numerical descriptions are used as opposed to detailed narratives. Due to the presetting of choices the results may not be a true reflection of the situation as the options provided may not necessarily match the views of the respondents. Lastly there may be a structural bias wherein the views of the researcher may be reflected in the phrasing of the questions and the related responses.

Quantitative studies give one unbiased, measurable, objective results whereas qualitative research is subjective to the interpretation of the researcher, not easily quantifiable and can be biased. However, it does have the advantage in that it allows for one to seek clarity from participants and to ask more probing questions.

3.7 Data Collection Approach

There are a variety of methods by which data (both qualitative and quantitative) can be collected. Some of the methods are interviews and questionnaires (either telephonic, personal, or via computers), and through observation (Sekaran and Bougie, 2010), and even by standardised tests and transaction logs. One can collect data through focus groups which is a qualitative approach. The data collection approach is guided by the amount of data that is required and the nature of the study. "Interviewing, administering questionnaires, and observing people and phenomena are the three main data collection methods in survey research" (Sekaran and Bougie, 2010: p185). While any of these methods would have sufficed it was decided that due to the large sample and the limited time the quantitative approach of data collection would be employed.

The research tool to be used to conduct the study is the questionnaire. The study will be conducted via an electronic questionnaire which will be emailed to all participants. According to Bhaskaran (2008) this is a cheap method which can be self-administered allowing for a low probability of errors. However, while the use of an electronic questionnaire has its advantages in it being administered relatively fast Bhaskaran (2008) does caution that a major disadvantage of this method lies

in the fact that not all employees have access to the internet. A possible way in which this can be overcome is by procuring the assistance of the Department's Information Technology (IT) Department in administering the questionnaire by setting up a computer for use by those without access.

3.8 Questionnaire and Questionnaire Design

It was decided that a quantifiable approach to research using the electronic questionnaire would be used. The reason for this is that there is limited time within which to conduct the study, but more importantly it would require greater human resources and money to conduct a qualitative interview. Also by using the quantitative approach there is no room for subjectivity and the results will be comparable and generalisable which is the main focus of the study.

A questionnaire is not only practical but the advantage of a questionnaire is that it allows copious amounts of information to be collected from a large sample in a short period of time and in a cost-effective manner (<http://tinyurl.com/697xktq>). Since the questionnaire will be electronic, quantifying the results, and analysis can occur relatively quickly especially through the use of SPSS. The results can be analysed objectively and because the questions are preset and close-ended it can be conducted by other people if the need arises and the validity and reliability is not compromised (<http://tinyurl.com/697xktq>).

Questionnaires can be either open-ended or closed-ended, multiple choice, or structured questions with blanks which need to be completed by the participant. The design and choice of question is dependent on the research problem, the type of information that the study and researcher requires (Carol, 2006).

The questionnaire comprised of three sections. The sections of the questionnaire are as follows:

Section 1: Questions 1 – 7

Biographical data such as age, gender, race.

Section 2: Questions 8 – 40, and 43

Organisational climate within the Department

Section 3: Questions 41-42

Job Satisfaction

The questionnaire was user-friendly and participants had to make a selection from the options provided. The questionnaire (Appendix 2) included a cover page describing the reason and purpose of the study and assuring the participant of confidentiality. For section 2 and 3 participants had to indicate the extent to which they agreed or disagreed with the statements made. A four-point forced Likert scale with categories ranging from strongly agree to strongly disagree was used to assess sections 2 and 3. The questions were all close-ended and participants were only allowed to select one option per question.

3.9 Data Collection and Analysis

There are various techniques to collect data such as observation, focus groups, face-to-face interviews, surveys and questionnaires. As stated in the previous section it was decided that data would be collected using the questionnaire. The questionnaire is developed using the software QuestionPro. The reason for using this software is that QuestionPro is easy to use and accessible. Responses are collected and recorded automatically and everything occurs in real time. An email containing the link to the questionnaire was sent to the employees of the Department via the Departmental server. The data from QuestionPro was then analysed.

3.10 Pre-testing and Validation

A pre-test and a pilot of the questionnaire was conducted using the MBA research group as the target population. The purpose of the pre-test was to check the content validity and terminology, to check the suitability of the questionnaire and to ensure that the questionnaire was easily understood. The pre-test was administered electronically and modifications were implemented accordingly. The

questionnaire was also modified to be more user-friendly and to provide better guidelines to the respondent on what is being tested.

Validity and reliability are two important aspects in regard to the findings of the research. Reliability which refers to the consistency of a measure for a concept, has three prominent factors involved namely stability, internal reliability and inter-observer consistency (Bryman and Bell, 2007). An instrument is said to be reliable if it can be trusted to provide an accurate and consistent measure of an unchanging value (Welman and Kruger, 2001). Validity is the extent to which an indicator actually measures that which it was meant to measure (Hair, Babin, Money & Samouel, 2007). It is whether an instrument measures what it is supposed to and is justified by the evidence (Sekaran and Bougie, 2010). Bryman and Bell (2007 cited in Sparrow, 2011) indicate the following four ways in which validity can be ascertained namely:

- 1) Construct validity: hypothesis are deduced from theory relevant to the concept
- 2) Predictive validity: the use of future criterion measures
- 3) Concurrent validity: use of a criterion on which cases differ that is relevant to the concept in question
- 4) Face validity: content is reflected in the concept of the question.

Based on the feedback from the pre-testing the researcher can concluded that there was face validity. This is deduced from the pre-test results which indicated that the overall objects and hence the function of the questionnaire was met.

3.11 Analysis

Data for the research was collected using QuestionPro as access to the software was provided by the University. Data collected was analysed using descriptive frequency statistics. This method is useful in comparing the patterns of response for different groups of people or for different questions (Page and Meyer, 2000 cited in Sparrow, 2011). Demographics was presented using frequency tables and frequency graphs, pie charts and tables were used to visually represent the data

for greater understanding and ease of analysis. In addition, cross-tabulations were conducted on certain aspects of the data.

The data analysed allowed for relationships to be identified and recommendations for improvement to be developed.

3.12 Summary

Chapter Three described the research methodology employed in conducting this study. The aim, objectives, target audience, sampling design and data gathering procedure together with the reasoning behind the choices made was outlined in this chapter. The research tool used was the questionnaire and data was captured using QuestionPro. Chapter Four will provide a presentation of the results obtained.

CHAPTER FOUR

PRESENTATION OF RESULTS

4.1 Introduction

Chapter Three discussed the main aim of the study which was to assess the organisational climate and employee job satisfaction in a Government Department and discover if there is a link between organisational climate and employee job satisfaction. Raw data was collected using QuestionPro and analysed. This chapter summarises and presents the results derived from the data. The questionnaire was distributed to all levels of employees within a Government Department and represents their personal views. The results are depicted through a series of charts, graphs and tables. It must be noted that due to rounding of decimals some tables and figures add up to just under one hundred percent.

4.2 Frequency Analysis

The link to the questionnaire was emailed to all employees within the Government Department. There were 88 respondents who started the survey but only seventy (70) of them completed it resulting in a completion rate of 79.55%. On average it took 7 minutes to complete the survey.

4.2.1 Demographic Profile of Sample

The questionnaire yielded demographic data such as gender, age, race, years of service and job position within the Department. These factors have an impact in the way that the respondents perceive aspects of organisational climate and job satisfaction and therefore form an integral part of the study. Table 4.1 reflects the demographic composition of the sample.

DESCRIPTION		PERCENTAGE (%)
Gender	Male	38
	Female	63
Race	Black	33
	Coloured	3
	Indian	31
	White	33
Age	18-20	0
	21-30	23
	31-40	38
	41-50	16
	Over 50	24
Years of Service	1-5	25
	6-10	18
	11-15	13
	16-20	20
	21-25	11
	25 years or more	13
Job Post	Clerical/office support	44
	Technical/professional staff	28
	Supervisory	4
	Assistant Director	9
	Deputy Director	9
	Director	5
	Chief Director	1

Table 4.1: Demographic distribution of respondents

It is evident from Table 4.1 that the majority of the respondents comprised of females (63%) compared to males (38%). In terms of the racial breakdown, both the Black group (33%) and the White group (33%) were in the majority each making up one-third of the respondents. They were closely followed by the Indian group with 31% and the Coloured group which was the minority at 3%. Age was divided into five categories. The bulk of the respondents (38%) fell within the 31-40 age category. There were no respondents in the 18-20 age category.

The Government Department in which the study was conducted has regional offices in Durban, Pietermaritzburg and Ulundi. The majority of the respondents worked in Pietermaritzburg (68%) and 32% in Durban. There were no respondents from the Ulundi office.

The dispersion of the current years of service of the participating respondents in the Department reveal that 25% of the respondents have 1-5 years service while just 13% have more than 25 years of service in the Department. The remaining respondents have between 6-25 years of service.

Almost half of the respondents (44%) held the position of Clerical/Office Support followed by Technical/Professional Staff (28%). Responses were received from the Supervisory to the Chief Director level but these were less than 10% each and in total these five categories made up only 28% of the respondents.

4.3 Descriptive Statistics – Views of Respondents

A series of statements were put to respondents to which they had to indicate levels of agreement or disagreement. The findings from these responses allow the researcher to understand and draw conclusions based on the views of the employees. A four-point likert scale was used to measure the levels of agreement.

4.3.1 Objective 1: Identify the perceived nature of the organisational climate in a government department

Organisational climate was divided into nine dimensions. Each of these dimensions consist of a set of questions developed to answer Objective 1.

4.3.1.1 Dimension 1: Rewards

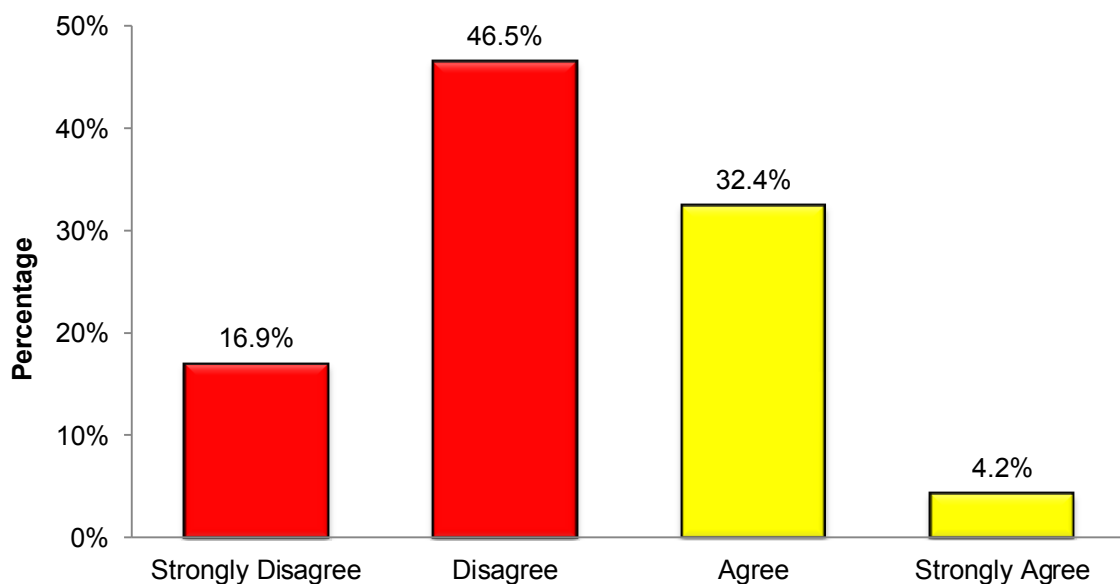


Figure 4.1: Adequately remunerated for exceptional performance

Figure 4.1 depicts the adequacy of remuneration for exceptional performance. A minority of respondents (4.2%) strongly agreed that the remuneration for exceptional performance was adequate while 32.4% agreed that the remuneration was adequate. The majority of respondents, however, felt that the remuneration received for exceptional performance was inadequate with 46.5% disagreeing with the statement and 16.9% strongly disagreeing.

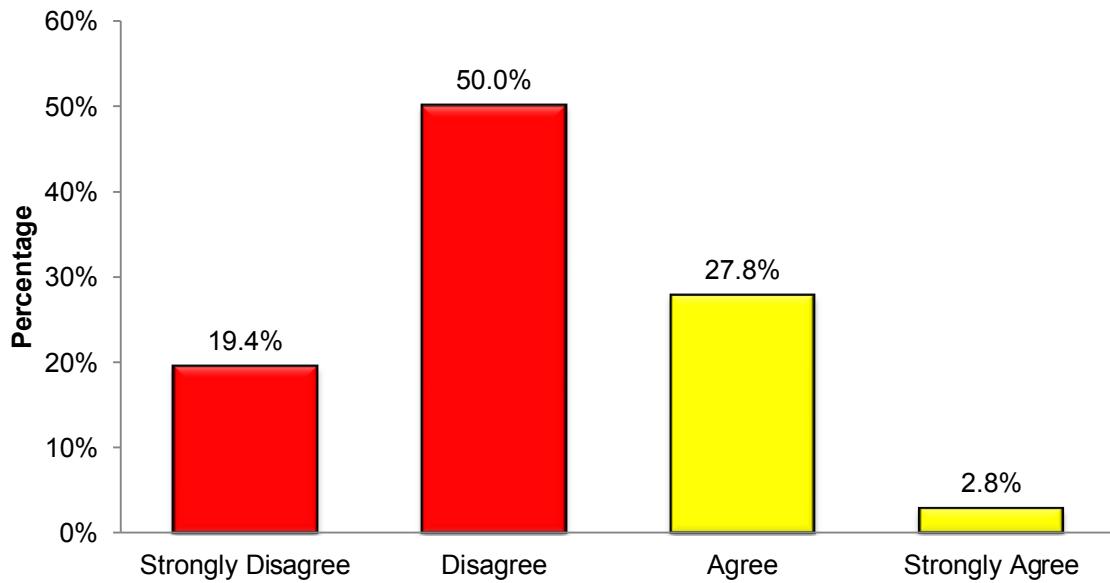


Figure 4. 2: Remuneration package covers all responsibilities and duties of respondents

Figure 4. 2 shows that overall 69.4% of the respondents disagreed with this statement. Just 27.8% agreed that their remuneration package was inclusive of all their responsibilities and duties while 2.8% strongly agreed with the statement.

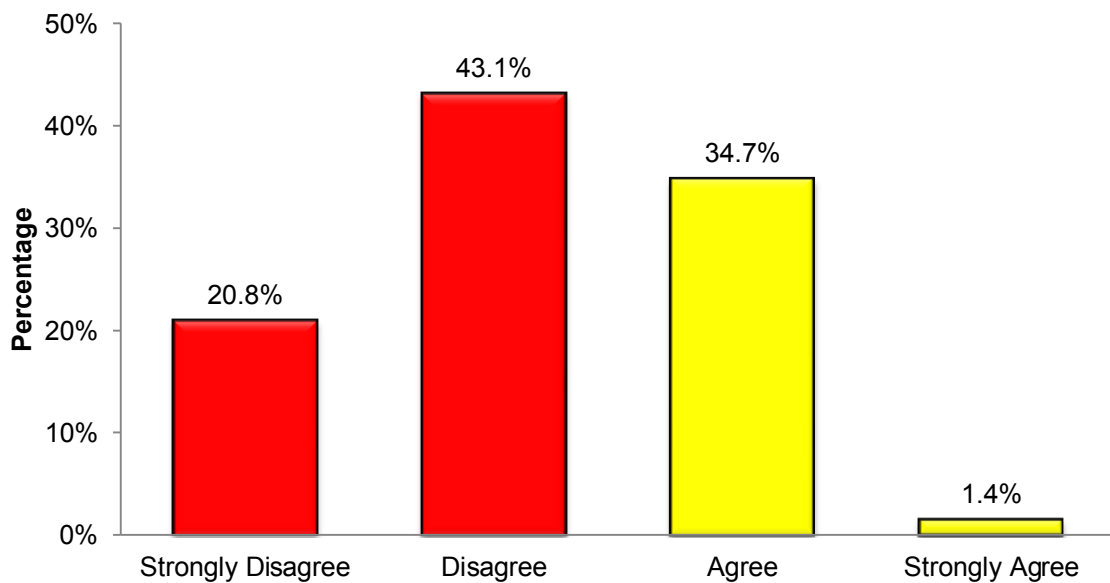


Figure 4.3: Respondents are satisfied with the remuneration received

Figure 4 .3 indicates the level of satisfaction respondents had with the remuneration they receive. The minority of respondents (1.4%) strongly agreed

with being satisfied with the remuneration they received along with 34.7% who also agreed with being satisfied. Overall however 63.9% of respondents were not happy with the remuneration received – 43.1% disagreed with being satisfied with their remuneration while 20.8 strongly disagreed with this statement.

In order to get a better understanding of the levels of satisfaction with remuneration a cross-tabulation of satisfaction with remuneration and Department/business unit was undertaken. Table 4.2 shows the results of the cross tabulation.

		Job Position (%)							
		Clerical / Office Support	Technical/ Professional Staff	Supervisory	Assistant Director	Deputy Director	Director	Chief Director	Total
I am satisfied with the remuneration I receive	Strongly Disagree	11.3%	7%	1.4%	1.4%	–	–	–	21.1%
	Disagree	18.3%	14.1%	1.4%	4.2%	4.2%	1.4%	–	43.6%
	Agree	11.3%	7%	1.4%	2.8%	5.6%	4.2%	1.4%	33.7%
	Strongly Agree	1.4%	–	–	–	–	–	–	1.4%
	Total	42.3%	28.1%	4.2%	8.4%	9.8%	5.6%	1.4%	100%

Table 4.2: Cross tabulation between job position and satisfaction with remuneration

The results of Table 4.2 shows that of the 21.1% of respondents who strongly disagreed and the 43.6% who disagreed with the statement that they were satisfied with the remuneration they received the majority in both instances (11.3% and 18.3% respectively) were from the clerical/office support staff. What is interesting is that it is not just the lower level staff who are not satisfied with the remuneration received. Between the assistant director and chief director level there was an overall disagreement with the statement of 11.2%.

4.3.1.2 Dimension 2: Structure

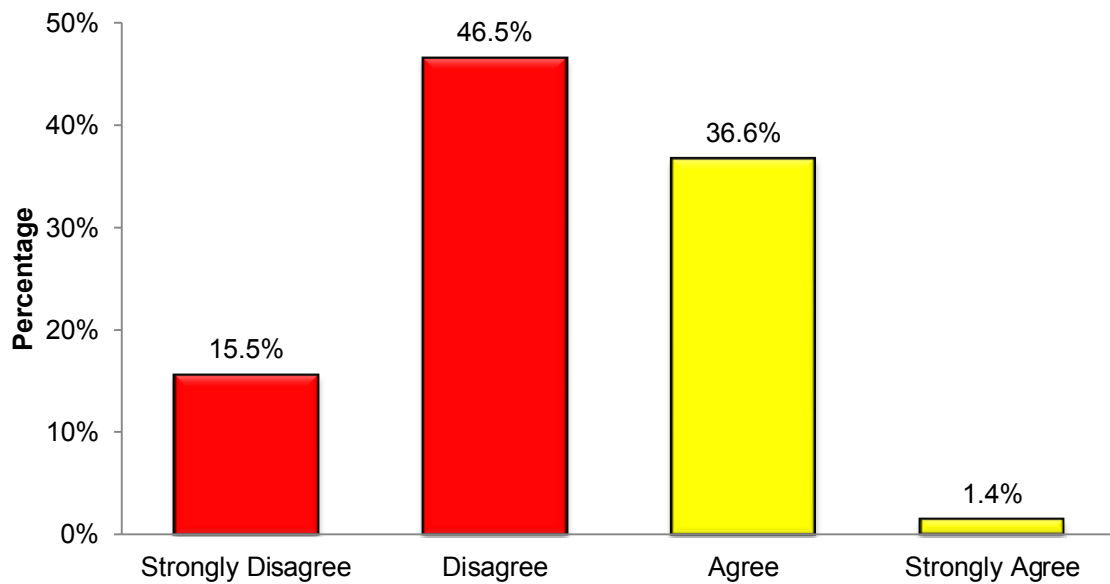


Figure 4.4: Freedom of thought is promoted in the Department

Figure 4.4 reveals the views collected from respondents in terms of freedom of thought in the Department. Overall 38% of the respondents agreed that this was promoted in the Department. Conversely 62% overall disagreed with this statement. The curve is skewed to the left which means on average most respondents disagreed with this statement.

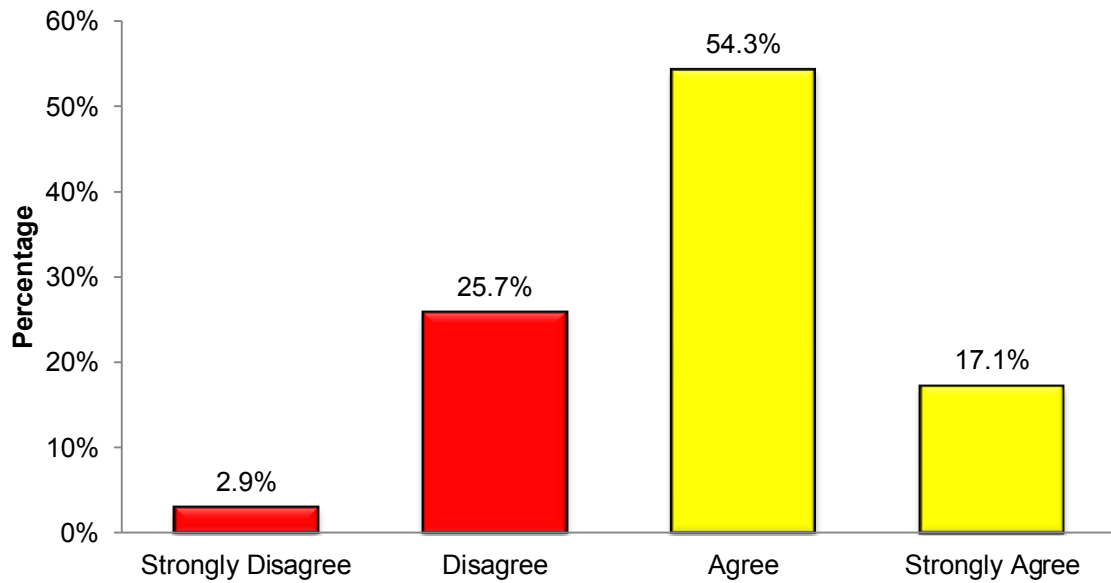


Figure 4.5: Bureaucracy negatively affects communication with management

Figure 4.5 illustrates the feelings of the respondents on whether bureaucracy has a negative effect on their communication with management. The distribution is skewed to the right towards agree. Figure 4.5 clearly shows that overall 71.4% of the respondents agreed with this statement (54.3% agreeing and 17.1% strongly agreeing) that bureaucracy has a negative effect on their communication with management.

		Job Position (%)							Total
		Clerical / Office Support	Technical/ Professional Staff	Supervisory	Assistant Director	Deputy Director	Director	Chief Director	
Rigid policies and procedures have a negative impact on work	Strongly Disagree	2.9%	-	-	-	-	-	-	2.9%
	Disagree	7.4%	2.9%	1.5%	2.9%	5.9%	5.9%	1.5%	28%
	Agree	26.5%	13.2%	2.9%	5.9%	4.4%	-	-	52.9%
	Strongly Agree	4.4%	11.8%	-	-	-	-	-	16.2%
	Total	41.2%	27.9%	4.4%	8.8%	10.3%	5.9%	1.5%	100%

Table 4.3: Cross tabulation between job position and whether rigid policies and procedures have a negative impact on work performance

Most of the respondents (52.9%) agree that rigid policies and procedures have a negative impact on work performance. According to Table 4.3 only 2.9% strongly disagree and 28% disagree that there is a negative impact on work performance. As expected it was largely the non-managerial level staff were of the opinion that rigid policies and procedures has a negative impact on work performance. However, they were not the only ones who made up the 52.9% that agreed with the statement – 5.9% of the 52.9% response was from the Assistant Director level and 4.4% was from the Deputy Director level.

4.3.1.3 Dimension 3: Responsibility

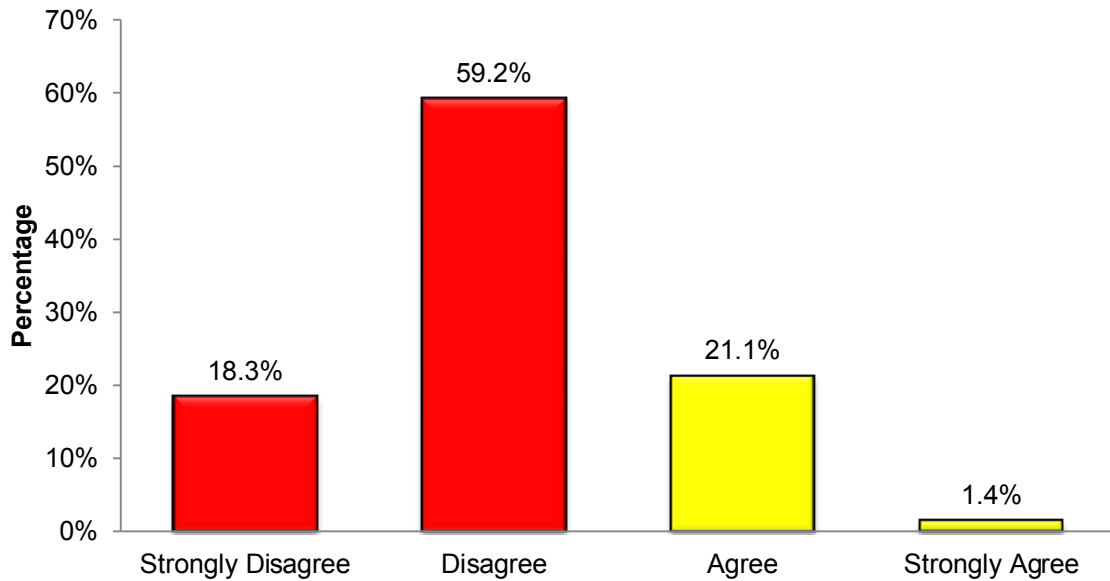


Figure 4.6: There is full autonomy given for making decisions

It is evident that 77.5% of all respondents were not in agreement that they had full autonomy in making decisions. Figure 4.6 shows that 59.2% disagreed and 18.3% strongly disagreed that they had full autonomy in making decisions.

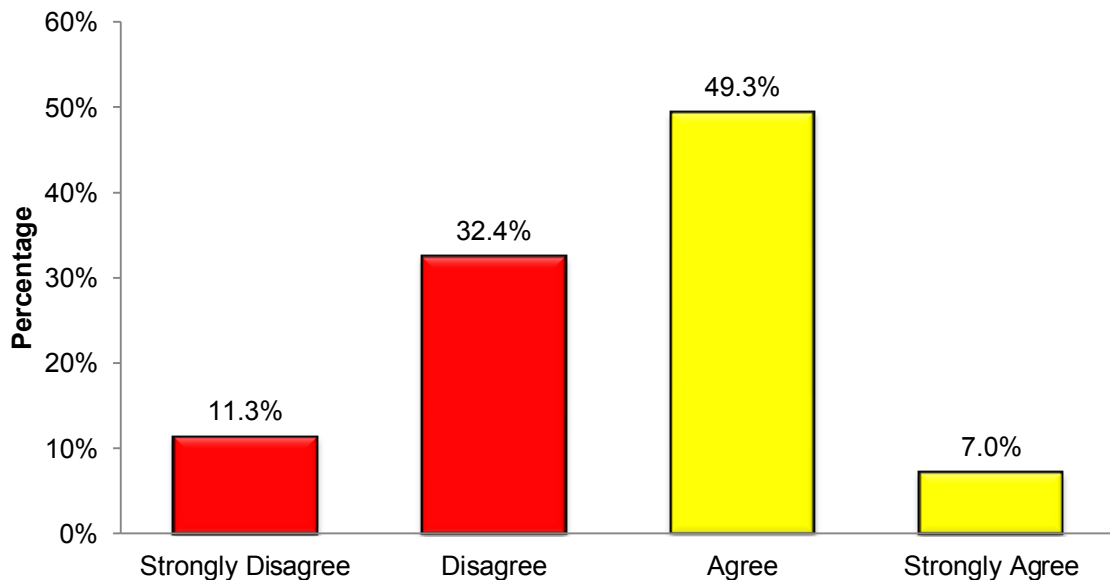


Figure 4.7: Goals and objectives of the job are clear

As depicted in Figure 4.7 a little over half of the respondents agreed that the goals and objectives of their jobs were clear. Overall 43.7% disagreed with this statement.

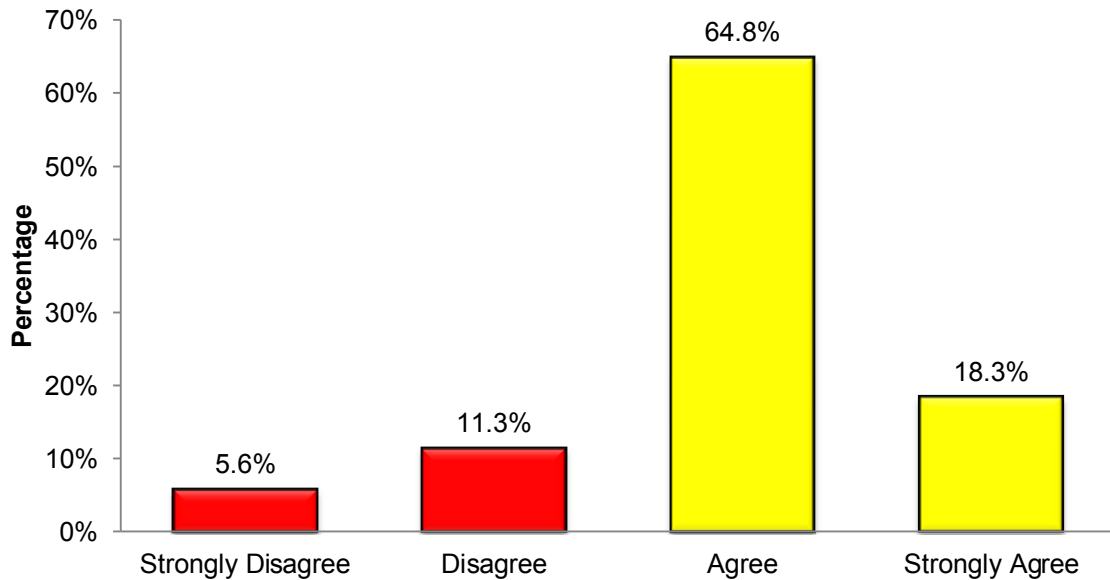


Figure 4.8 Staff are trusted to carry out delegated tasks

There is a noticeable skew to the right in Figure 4.8 as most respondents (83.1%) were of the opinion that they were trusted to carry out delegated tasks.

4.3.1.4 Dimension 4: Challenges

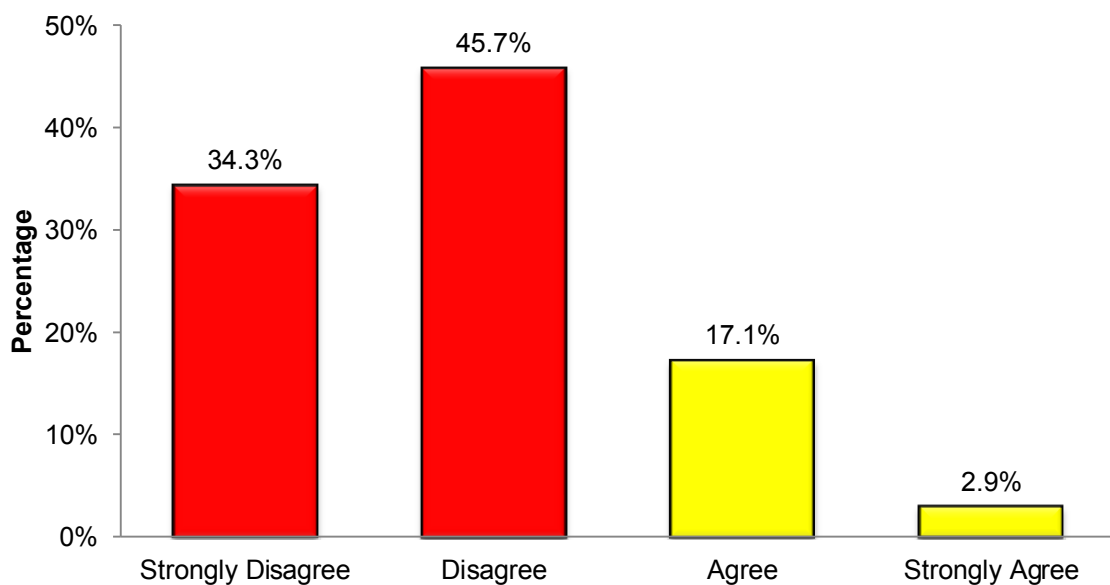


Figure 4.9: The Department has been well managed in the last few years

It is evident from Figure 4.9 that most of the respondents (80%) did not believe that the Department was well managed over the last few years. Of these respondents 45.7% disagree and 34.3% strongly disagree that the Department has been well managed over the last few years.

		No of years working in the Department						Total
		1-5	6-10	11-15	16-20	21-25	25 or more	
Management resists making change	Strongly Disagree	5.7%	–	–	–	1.4%	–	7.1%
	Disagree	12.9%	5.7%	2.9%	4.3%	2.9%	7.1%	35.8%
	Agree	4.3%	11.4%	4.3%	11.4%	5.7%	1.4%	38.5%
	Strongly Agree	–	1.4%	5.7%	5.7%	2.9%	2.9%	18.6%
	Total	22.9%	18.5%	12.9%	21.4%	12.9%	11.4%	100%

Table 4.4: Cross tabulation of number of years working in the Department and perception of resistance by management to make changes

Table 4.4 shows that there is almost an equal number of respondents agreeing that there is resistance to change by management (38.5%) as there are respondents disagreeing (35.8%). However, there are also a fair number of respondents (18.6%) who feel strongly that management resist making changes. From the results of the cross tabulation it is evident that 5.7% (80% of the 7.1%) who strongly disagreed that management is resistant to making changes have only worked for the Department for 1-5 years. Respondents from the 1-5 year category also constitute 12.9% which is 36% of the 35.71% respondents who disagreed with the statement. Most of the respondents with 10 years or more working experience felt that management resist making changes.

		Job Position (%)							
		Clerical / Office Support	Technical/ Professional Staff	Supervisory	Assistant Director	Deputy Director	Director	Chief Director	Total
Change at the Department is very slow	Strongly Disagree	2.9%	1.4%	-	-	1.4%	-	-	5.7%
	Disagree	5.7%	-	-	-	1.4%	-	-	7.1%
	Agree	17.1%	17.1%	2.9%	7.1%	4.3%	1.4%	1.4%	51.3%
	Strongly Agree	15.7%	10%	1.4%	1.4%	2.9%	4.3%	-	35.7%
	Total	41.4%	28.5%	4.3%	8.5%	10%	5.7%	1.4%	100%

Table 4.5: Cross tabulation between job position and the pace of change at the Department

Table 4.5 looks at the pace of change in the Department as viewed by job position. The table indicates that the opinions expressed by respondents are largely biased towards agreeing that change occurs very slowly at the Department (87% overall). In addition, Table 4.5 also reveals that aside from a small percentage of Deputy Directors (2.8%) all the respondents in the Assistant Director, Director and Chief Director categories (22.8%) either agreed or strongly agreed that change occurs very slowly at the Department.

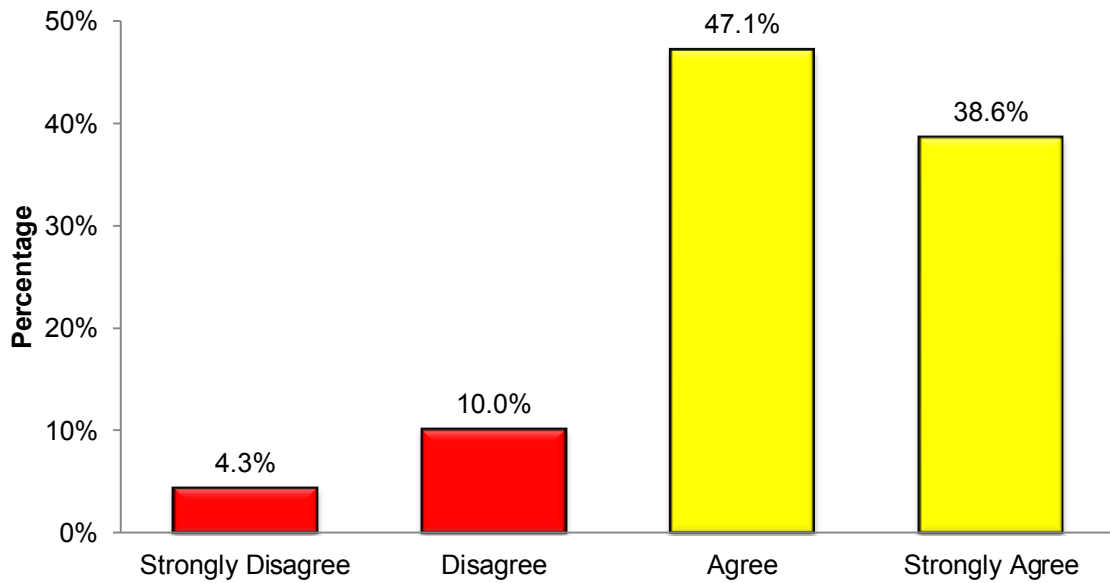


Figure 4.10: Lack of change results in feelings of dissatisfaction

Figure 4.10 represents the impact that the lack of change has had on feelings of satisfaction. A total of 85.7% of respondents agree that the lack of change at the Department has resulted in feelings of dissatisfaction. This is almost as much as the percentage of respondents in Table 4.5 above who felt that change at the Department is very slow. The minority of respondents (14.3%) do not agree with that the lack of change results in feelings of dissatisfaction.

4.3.1.5 Dimension 5: Warmth

Warmth in the Department was measured through a series of four statements investigating the cordiality of the work environment, team spirit and caring. The results for this dimension are represented in Table 4.6 below.

Statement	Disagreement		Agreement	
	Strongly Disagree	Disagree	Agree	Strongly Agree
At the Department there is a cordial work environment	12.7%	40.9%	39.4%	7%
A strong sense of team spirit prevails in the Department	29.6%	43.7%	22.5%	4.2%
My immediate supervisor cares about me as a person/for my well-being	15.7%	25.7%	35.7%	22.9%
There is a general feeling of caring in the Department	15.7%	57.1%	22.9%	4.3%

Table 4.6: Distribution of responses for „Warmth’, a dimension of Organisational Climate

From Table 4.7 it is evident that the overall view of the organisational climate dimension of warmth is negative. The statement that there is a cordial work environment results in a split of 53,6% disagreement and 46.4% agreement that there was indeed a cordial work environment. The majority of respondents (73.3%) disagreed that a strong sense of team spirit prevailed in the Department versus the 26.7% who agreed with the statement. Similar results were received for the statement that there was a general feeling of caring in the Department. When this statement was put to the respondents 72.8% disagreed while the remaining 27.2% agreed that there was indeed a general feeling of caring in the Department. The only aspect which was rated positively was that of the care

where 58.6% of the respondents agreed (35.7% agree, 22.9% strongly agree) that their immediate supervisor cared about them as a person and for their well-being.

4.3.1.6 *Dimension 6: Support*

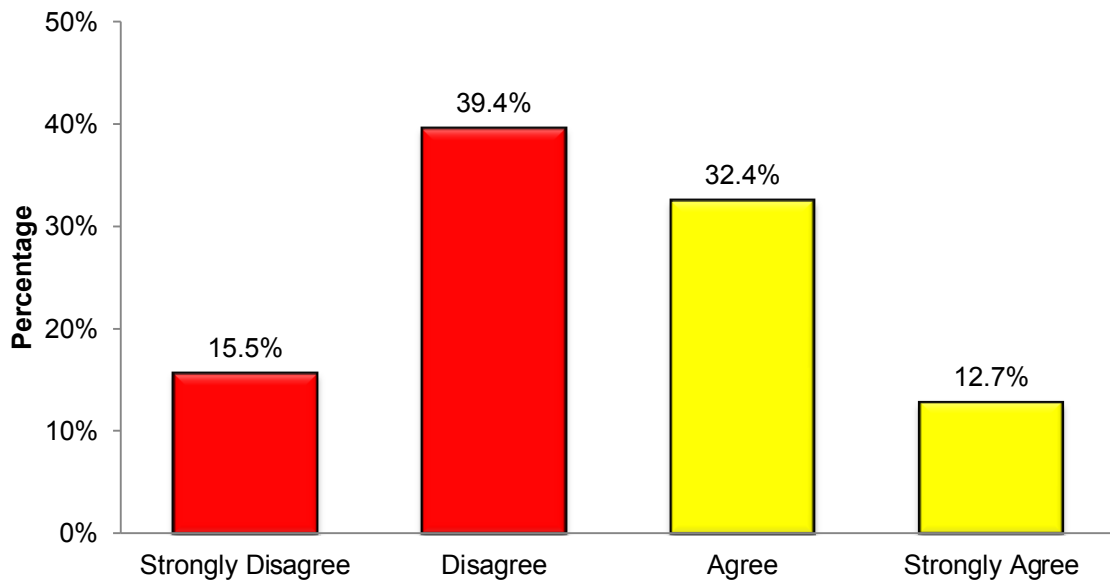


Figure 4.11: Good guidance by supervisors

Majority of the respondents (54.9%) disagreed that supervisors can be relied on to give good guidance to their staff (39.4% disagree, 15.5% strongly disagree). However, there were 45.1% of respondents who agreed that supervisors could be relied on to give good guidance to staff (as depicted on Figure 4.11).

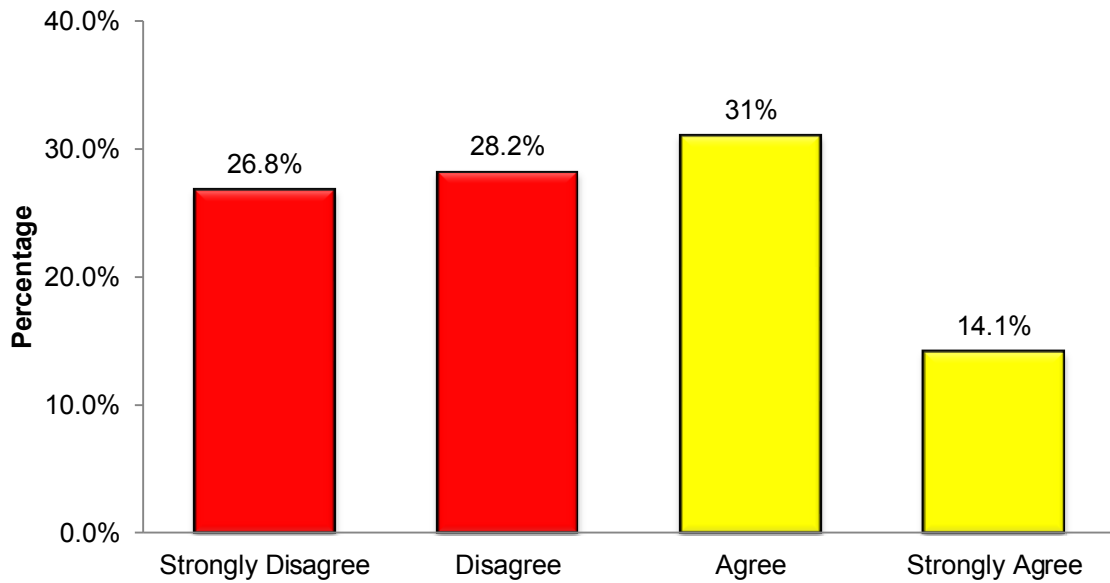


Figure 4.12: Motivation of staff by manager/supervisor

The results illustrated in Figure 4.12 are the opposite of the results in Figure 4.11. Whilst in Figure 4.11 there were more respondents who disagreed that supervisors could be relied upon to give good guidance in Figure 4.12 the results are almost opposite in that more respondents agreed that their manager/supervisor motivated them (31% agree vs. 28.2% disagree). Overall however, the majority (55%) of the respondents did not feel that their manager/supervisor motivated them.

Statement	Disagreement		Agreement	
	Strongly Disagree	Disagree	Agree	Strongly Agree
Staff get together to assist when urgent, major tasks arise in the division	7%	26.8%	62%	4.2%
Collaboration between Departments is very effective	22.9%	61.4%	12.8%	2.9%

Table 4.7: Comparison of distribution of results for statements on teamwork and Departmental collaboration

In terms of teamwork i.e. staff getting together to assist when urgent, major tasks within the division arise, majority of the respondents (66.2%) agreed with the statement. Conversely 84.3% of respondents disagreed with the statement there is effective collaboration between Departments. Only 33.8% of respondents were in disagreement with the statement that staff get together and assist in major tasks and 15.7% agreed that there is effective collaboration between Departments. One can't therefore infer that there are good working relationships and support divisionally but inter-Departmental teamwork is poor.

4.3.1.7 Dimension 7: Standards

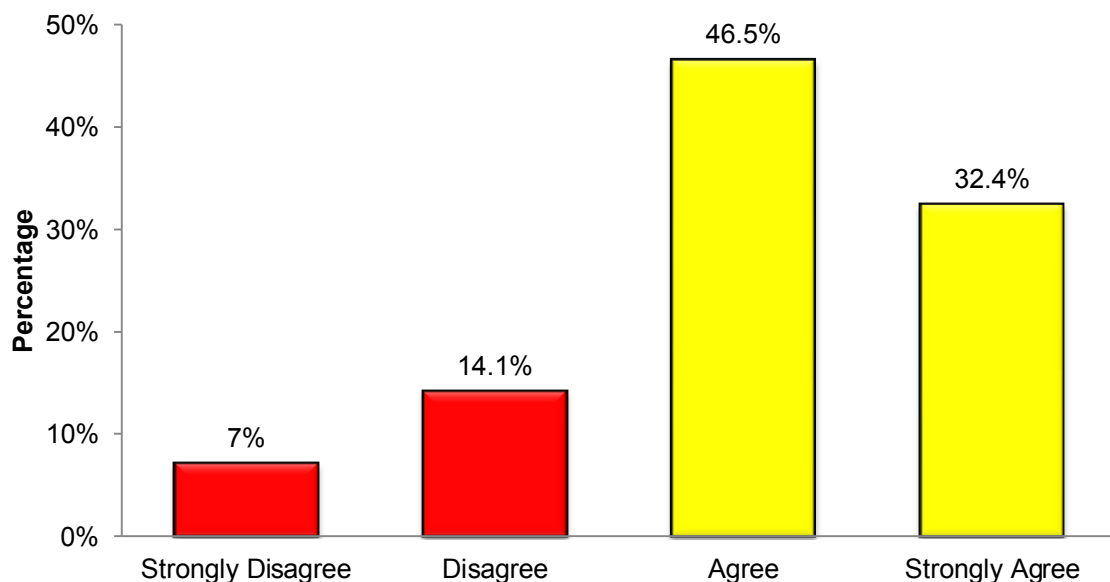


Figure 4.13: Staff are under constant pressure to meet targets

An inspection of Figure 4.13 reveals that the majority of the respondents (78.9%) agreed that staff are under constant pressure to meet targets. The distribution is fairly symmetrically but skews to the right reinforcing the previous statement.

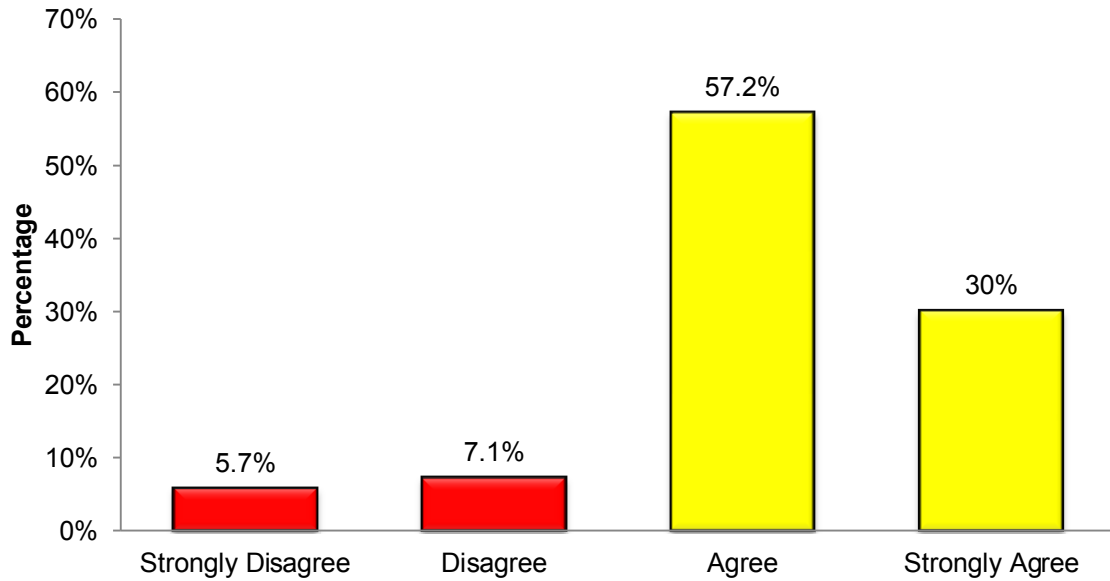


Figure 4. 14: The culture at the D department is more task related than people related

The responses contained in Figure 4. 14 reveal that the overall 87.2% of the respondents agree that the dominant culture at the Department is task related rather than a people related culture. Only 12.8% felt that there was a people related culture at the D department. There is a definite lean towards to right in regard to this statement.

Statement	Disagreement		Agreement	
	Strongly Disagree	Disagree	Agree	Strongly Agree
Guidelines to measure my work performance are clear	19.7%	29.6%	43.7%	7%
I receive regular informal, constructive feedback on tasks performed	23.9%	33.8%	39.4%	2.8%

Table 4.8: Clear guidelines to measure work performance versus receipt of regular informal feedback on tasks performed

While 43.7% agreed that guidelines to measure work performance were clear the overall distribution was almost 50/50 – 49.3% indicated that guidelines to measure work performance were not clear (29.6% disagreed, 19.7% strongly disagreed) while 50.7% felt that the guidelines were clear (43.7% agreed, 7% strongly agreed). In terms of receiving regular, informal, constructive feedback, while 39.4% of the respondents agreed with the statement the overall outcome was that 57.7% of the respondents disagreed that they received regular informal, constructive feedback.

4.3.1.8 Dimension 8: Conflict

The dimension of conflict was assessed by four statements. The results of this are outlined in Table 4.9 below.

Statement	Disagreement		Agreement	
	Strongly Disagree	Disagree	Agree	Strongly Agree
I am allowed to differ with my supervisor	12.7%	28.2%	56.3%	2.8%
My manager accepts differences of opinion	16.9%	26.8%	52.1%	4.2%
There is an open-door policy that exists between the managers and staff to address grievances	21.1%	31%	46.5%	1.4%
Any conflict that arises is addressed immediately.	23.8%	42.3%	29.6%	1.4%

Table 4.9: Distribution of responses for „Conflict’ dimension of Organisational Climate

Table 4.9 reveals that 56.3% and 52.1% agreed that they are allowed to differ with their supervisors and that their managers accept differences of opinion respectively. The next statement that was put forward was that an open-door policy existed between the managers and the staff to address grievances. While 46.5% of respondents agreed with this statement overall 52.1% were in disagreement (21.1% strongly disagree, 31% disagree). Despite the majority of the respondents agreed that they were allowed to differ with their supervisors and that their managers accept differences of opinion, it was found that in terms of conflict most of the respondents (66.1%) disagreed that any conflict that arises is addressed immediately.

4.3.1.9 *Dimension 9: Identity*

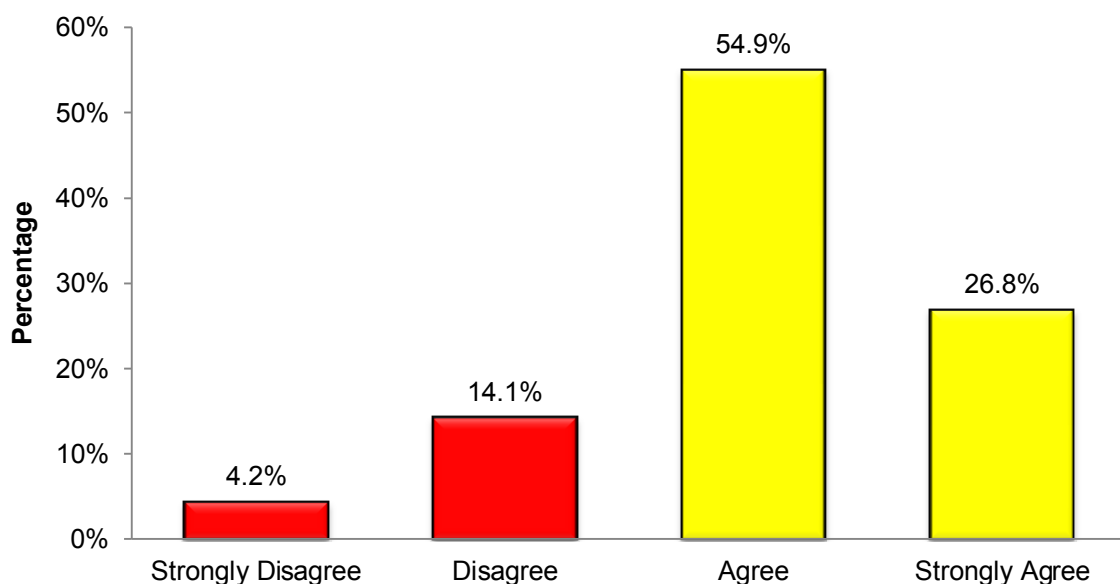


Figure 4.15: Sense of loyalty and commitment to the Department

Figure 4.15 shows that respondents have a strong sense of loyalty and commitment to the Department. The Figure is skewed to the right with 81.7% overall agreeing to having a sense of loyalty and commitment to the Department.

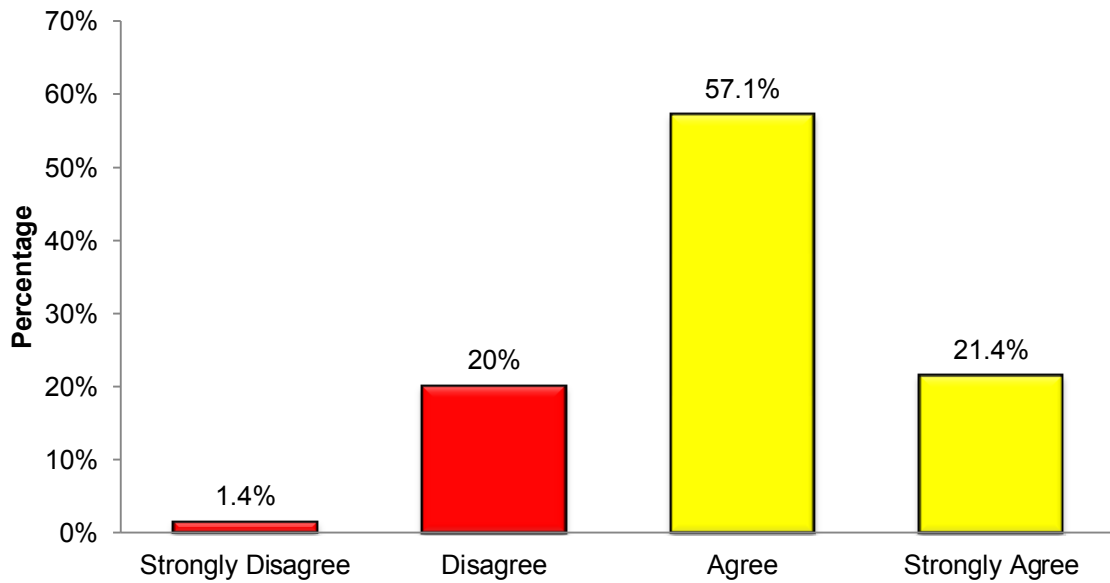


Figure 4.16: Willingness to work overtime

Very few respondents were not willing to work overtime if extra effort was required. Figure 4.16 reveals that over two-thirds of the respondents (78.6%) were willing to work overtime while just 21.4% disagreed that they would be willing to put in extra hours.

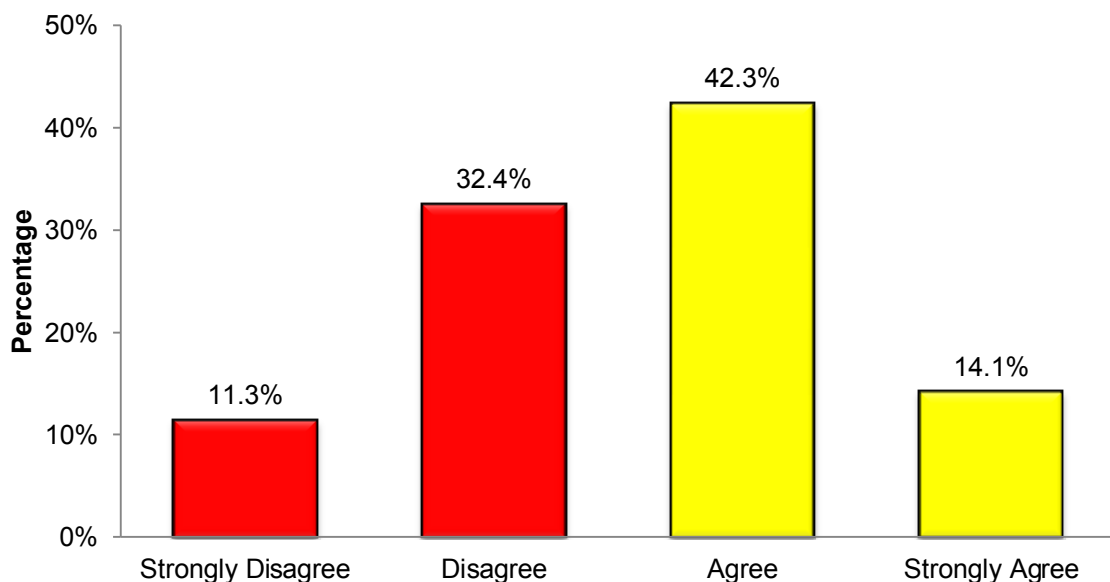


Figure 4.17: Proud to be associated with the Department

Figure 4.17 reveals that the respondents were proud to divulge working for the Department. More than half the respondents (56.4%) indicated that they were

proud to say that they worked for the Department. The balance of respondents were split between disagreeing (32.4%) and strongly disagreeing (11.3%) with the statement.

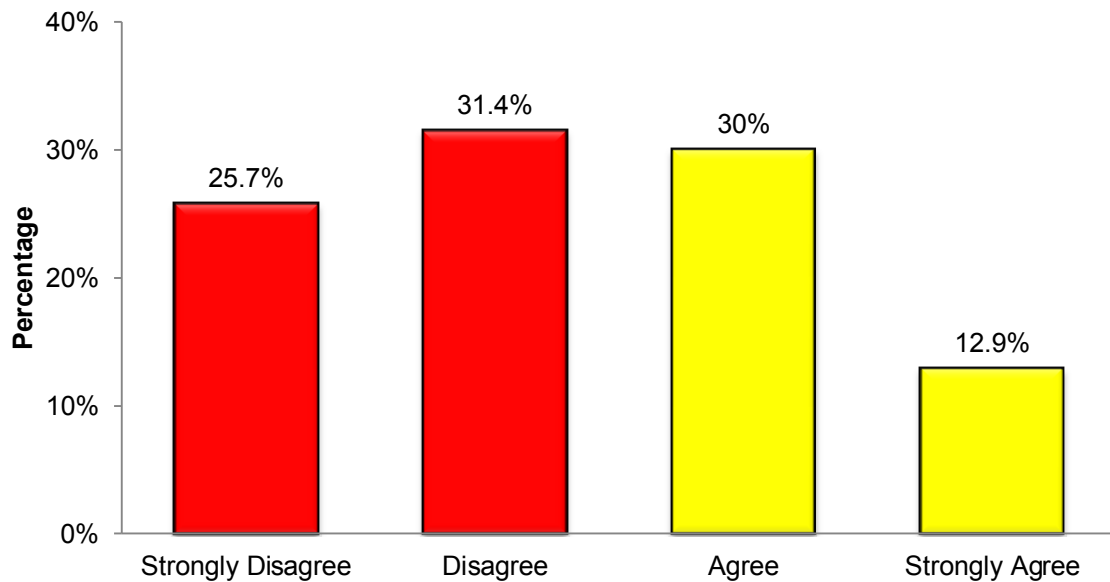


Figure 4.18: Long term future in the Department

The last statement in assessing identity was whether respondents foresaw a long term future for themselves with the Department. Figure 4.18 shows that 31.4% disagreed and 25.7% strongly disagreed with this statement. This meant that just 42.9% in total felt that they had a long term future with the Department whereas the majority (57.1%) didn't foresee a long term career within the Department.

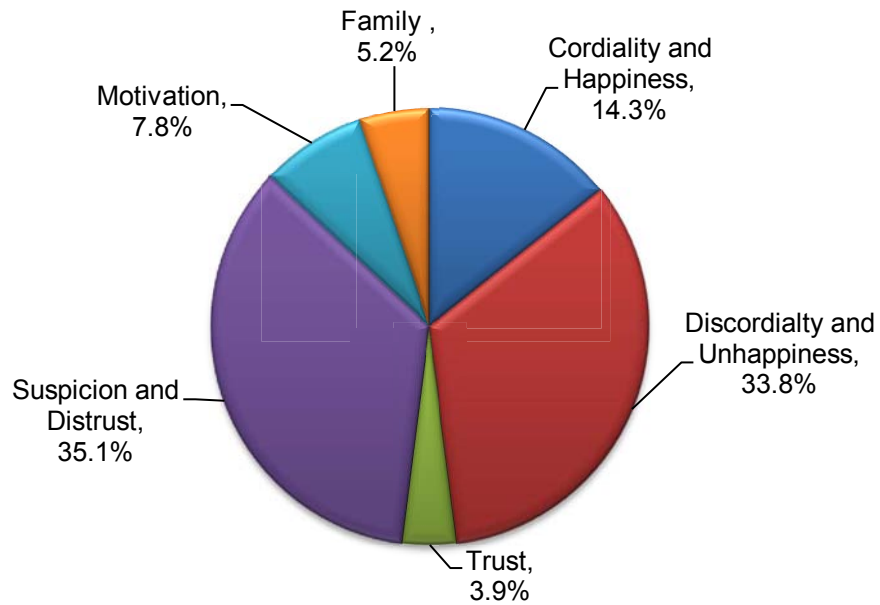


Figure 4.19: Perception of Climate at the Department

Overall most respondents had a negative perception of the climate at the Department. Figure 4.19 reveals that 35.1% felt the climate was one of Suspicion and Distrust while 33.8% felt it was Discordialty and Unhappiness. Only 14.3% felt that there was a climate of Cordiality and Happiness while a very small group (3.9%) felt it was one of Trust.

4.3.2 Objective 2: Identify level of job satisfaction of employees

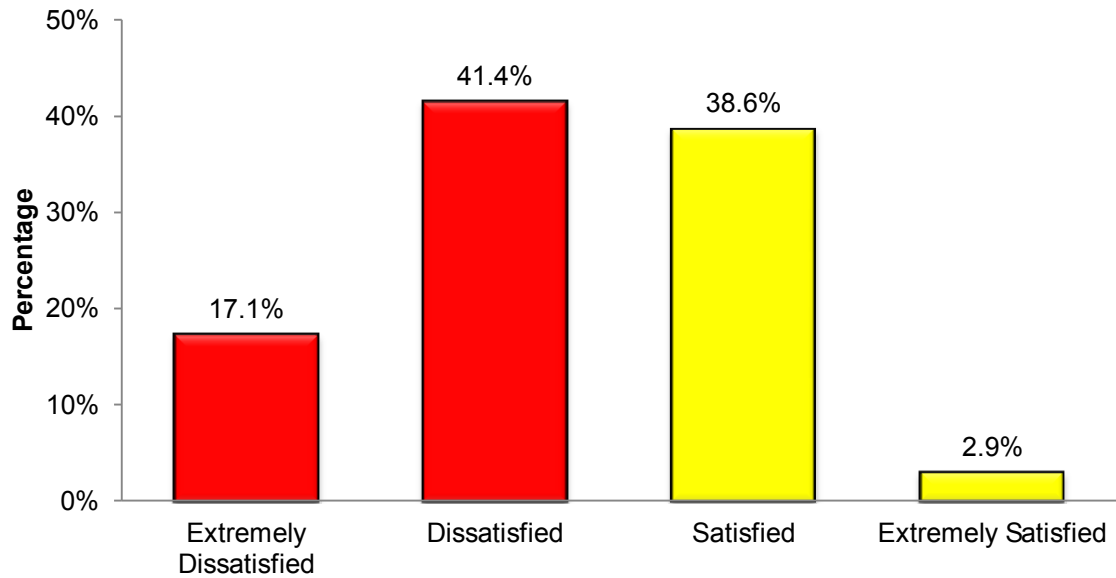


Figure 4.20: Overall Job Satisfaction

Overall job satisfaction was found to be negative. Figure 4.23 reveals that overall 58.5% were dissatisfied (17.1% extremely dissatisfied, 41.4% dissatisfied) while 38.6% were satisfied. Only 2.9% of the respondents expressed extreme job satisfaction.

4.3.3 Objective 3: Compare the employees' perception of the organisational climate to that of the managers

A cross tabulation was done of the job positions of respondents and their perception of the climate at the Department. This allowed for the comparison of employees' perception of the organisational climate to that of the managers. Table 4.10 illustrates the results of the cross tabulation.

		Job Position (%)							
		Clerical / Office Support	Technical / Professional Staff	Supervisory	Assistant Director	Deputy Director	Director	Chief Director	Total
Climate at the Department	Cordiality and Happiness	5.3%	1.3%	–	1.3%	5.3%	1.3%	–	14.5%
	Discordiality and Unhappiness	18.4%	6.6%	1.3%	2.6%	1.3%	2.6%	–	32.9%
	Trust	1.3%	–	2.6%	–	–	–	–	3.9%
	Suspicion and Distrust	14.5%	13.2%	–	2.6%	2.6%	1.3%	1.3%	35.5%
	Motivation	2.6%	5.3%	–	–	–	–	–	7.9%
	Family	2.6%	1.3%	–	1.3%	–	–	–	5.3%
	Total	44.7%	27.6%	3.9%	7.9%	9.2%	5.3%	1.3%	100%

Table 4.10: Cross tabulation between job position and the climate at the Department

From Table 4.10 one can deduce that most managers see the climate in the Department as being cordial and happy. Of the 14.5% that chose Cordiality and

Happiness 6.6% (45.5% of total for this category) were non-managers (clerical to supervisory) and the majority at 7.9% (54.6% of total for this category) were managers (Assistant Director to Chief Director). In terms of discordialty and unhappiness, of the 32.9% of respondents who chose this option only 6.5% were management level. Of the 35.5% who selected suspicion and distrust managers comprised of 7.8% of the respondents. None of the managers chose trust or motivation to describe the climate and the 1.3% (of the 5.3%) that chose family was an assistant director.

4.3.4 Objective 4: Identify the factors of the organisational climate which impact most on employee job satisfaction

In order to measure this objective the nine dimensions of organisational climate were presented to the respondents and they were requested to indicate their levels of agreement in terms of whether they impacted positively on their job satisfaction. The results of this are displayed in Table 4.11 below.

The following dimensions impact positively on my job satisfaction					
		Strongly Disagree	Disagree	Agree	Strongly Agree
DIMENSIONS	Rewards received	12.9%	38.6%	42.9%	5.7%
	Structural changes made when necessary	8.6%	38.6%	44.3%	8.6%
	Responsibility – the extent of autonomy being given for decision making	4.3%	38.6%	54.3%	2.9%
	Challenges – adapting and accepting new ideas	7.1%	30%	54.3%	8.6%
	Warmth and understanding shown by management	12.9%	25.7%	45.7%	15.7%
	Support from management and other Departments	12.9%	40%	34.3%	12.9%
	Standards – goals, objectives and performance objectives	4.3%	35.7%	47.1%	12.9%
	Conflict – openness to conflict and differences in opinion	8.6%	38.6%	40%	12.9%
	Identity – loyalty towards the Department	4.3%	22.9%	62.9%	10%

Table 4.11: Nine dimensions and their levels of distribution for positive impact on job satisfaction.

Table 4.11 reveals that out of the nine dimensions eight were agreed as having a positive impact on job satisfaction. In terms of rewards received 42.86% agreed

that it impacted positively on their job satisfaction. However, the overall score for that dimension reveals that a higher number of respondents did not feel that it impacted positively. Of the responses received 12.9% strongly disagreed and 38.6% disagreed that rewards impacted positively. This means that the overall result for disagreement was 51.5% which is the majority of the respondents.

Structural changes (44.3%), responsibility (54.3%), challenges (54.3%), warmth and understanding (45.7%), standards (47.1%), openness to conflict (40%) and identity (62.9%) are all dimensions which impacted positively on the respondents' job satisfaction. Aside from rewards received, the other dimension which impacted negatively on job satisfaction was the support from management and other departments. Overall 52.9% (12.9% strongly disagree, 40% disagree) did not feel that this impacted positively on their job satisfaction. The remaining 47.1%, however, felt that this contributed positively to their job satisfaction.

4.4 Summary

This chapter presented the results obtained from the study. The results were presented in line with the objectives of the study and the data was graphically depicted in the form of frequency distribution graphs, pie charts, tables and cross tabulations. It is evident from this chapter that respondents are dissatisfied with most of the dimensions of organisational climate in the Department, that the overall climate is viewed in a very negative light and that the majority of the respondents are dissatisfied with their job. A detailed discussion and interpretation of the findings will be provided in Chapter Five.

CHAPTER FIVE

DISCUSSION OF RESULTS

5.1 Introduction

Chapter Four presented the results from the questionnaire sent to the employees of the Government Department in the form of graphs and tables. This chapter discusses these findings, interpreting it so as to draw meaningful conclusions. This chapter will compare the results of the empirical work in Chapter Four to the literature review set out in Chapter Two and will attempt to make inferences based on these various sources.

5.2 Demographics

The analysis of the independent variables presented in Table 4.1 revealed that there was an even split between the Blacks and the Whites in terms of the majority of the respondents. This was followed closely by respondents of Indian origin. This racial distribution could be the result of the historical context of the government where previously it was people of White origin who were more likely to be hired but with the advent of democracy, greater opportunities have been given to Blacks. The data also shows that most of the respondents had 1-5 years of experience and performed clerical/office support jobs. This could be due to the fact that for almost five years the Department was under a moratorium which has only recently been lifted.

5.3 Findings of the Study

It has been argued in Chapter Two that there are nine dimensions of organisational climate and the findings of the empirical study of these are presented in Chapter Four. The research highlighted the following findings: the perceived nature of organisational climate in a Government Department, the level of job satisfaction of employees within the Government Department, a comparison of the employees' perception of organisational climate to that of managers and

factors of organisational climate which impact most on employee job satisfaction. The critical findings in relation to these are presented below.

5.3.1 Objective 1: Identify the perceived nature of the organisational climate in a government department

Respondents were presented with a series of statements developed to test the nine dimensions of organisational climate i.e. rewards, structure, responsibility, challenges, warmth, support, standards, conflict and identity. The statements did not allow for reasons as this would provide too wide a range of responses and would result in a loss of focus on the objective.

Most of the respondents felt that they were not adequately remunerated for their exceptional performance. There was also a general feeling that the responsibilities and duties undertaken by the employees were not considered when their total package was determined. A contributing factor to this is the increased workload that resulted due to the moratorium on procuring new staff and staff shortages. While the question did not allow for explanations some respondents contacted the researcher and indicated that due to the lack of staff the existing staff complement had to undertake the additional tasks which were sometimes at a higher level than which they were appointed. However, not only were they not compensated for this but they also received no remuneration for going above and beyond „their’ job. Studies have shown that it is working conditions and rewards (salaries) which are the most important factors for dissatisfaction in the public sector (Bodur, 2002; Seo, Ko & Price, 2004 and Sur, Hayran, Mumcu, Soylemez, Atli & Yildirim, 2004). Hence overall, more than two-thirds of the respondents were not satisfied with the remuneration received and with the rewards dimension. It is noted that government policy dictates that acting allowances should be paid for performing in an approved funded post. However this aspect was not tested in the study and hence will not be explored.

The overall structure of the Department was viewed unfavourably among the respondents. Not only did most of the respondents feel that freedom of thought was not promoted, many felt their communication with management was

negatively affected due to the bureaucracy in the Department. Most of the respondents also felt that there were rigid policies and procedures and these resulted in a negative impact on their work performance.

Bureaucracy has been found to be damaging to organisational effectiveness as it weakens morale and commitment of the employees (Johnston, 1993). Those respondents with higher positions, (Director upwards) however, did not agree with the above. This aligns to research done by Patterson et al. (2004) who found that managers' assessments were significantly more positive than non-managers. This could be due to the fact that they are in a senior position with greater power and autonomy and hence would not have to follow the same protocols as junior staff.

The dimension of responsibility was viewed positively by the respondents. Despite the general feeling of a lack of full autonomy in decision making, most of the respondents agreed that there were clear goals and objectives and that there was some degree of trust given to them in the undertaking of their tasks. This is in line with Argyris (1998 cited in Paul, 2004) who indicated that the immediate supervisors who empowered their staff through more freedom and responsibility would create an environment of increased job satisfaction.

More than 80% of the respondents believed that change was very slow at the Department. The manner in which challenges were addressed was not seen in a positive light by the respondents. They felt that the Department was not well managed over the last few years and that management resisted making changes. Overall over 85% of the respondents felt that the lack of change led to feelings of dissatisfaction in the Department.

According to the data, while most of the respondents felt that their immediate supervisor cared for them as a person, the overall warmth of the Department was perceived negatively. Generally supervisors who were thoughtful and considerate towards their employees gained a highly satisfied work group (Basset, 1994 cited in Paul, 2004). However, the lack of a cordial work environment, a weak team spirit and a lack of caring in the Department resulted in lowered levels of satisfaction and impacted negatively on the organisational climate.

Support was another dimension which was perceived negatively by the respondents. Despite respondents agreeing that staff get together to assist during urgent major tasks, the majority felt that collaboration between Departments was not effective. The lack of guidance and motivation from supervisors and managers to the staff further contributed to the feeling that there is a lack of support. The roles and responsibilities of staff and reviews of performance are carried out by supervisors (Paul, 2004) and lack of support from them leads to feelings of dissatisfaction among the employees. According to Paul (2004) how you get along with your manager and what your manager thinks of you are the chief factors leading to job satisfaction.

The seventh dimension of organisational climate to be measured was that of „standards’. Overall standards were perceived negatively by the respondents. The feeling of the majority of respondents is that they are constantly under pressure to meet targets and that the culture the Department is more task-oriented than people related. While there are guidelines to measure performance little more than half of the respondents felt that these were clear. There is also a lack of informal, constructive feedback on tasks performed by the respondents which makes it difficult for staff to assess performance and identify areas of improvement.

The perceptions of conflict was split. From the responses received it is apparent that there is a degree of openness with managers in that staff are allowed to differ with their supervisors/managers who in turn accept differences of opinion. However, the positive aspects in respect of dealing with conflict appear to stop here. Supervisors are meant to pre-empt and avoid problems and also to identify and solve problems yet this does not seem to be the case at this Department. Factors impacting negatively on this dimension include the lack of an open door policy between managers and staff and lack of immediacy in addressing areas of conflict. Increased levels of job satisfaction can be achieved through the creation of effective relationships and communication between employees and top level management (van der Zee, 2009).

The only dimension where respondents answered positively is that of identity and this may be due to the fact that the facets examined did not look at external factors but rather it examined the internal, emotional aspects of the respondents. Affective commitment refers to the emotional attachment to, identification with and involvement in the organisation (Allen & Meyer, 1990). Most respondents felt a sense of loyalty and commitment to the Department and were willing to work overtime. However, despite this positive view most of the respondents did not see a long term future for themselves in the Department. This may be due to the other dimensions of organisational climate which was viewed negatively by the respondents. The age of the respondents could also be a contributing factor as a fair number of the respondents were over 50 years and should therefore be close to retirement.

The overall perception of the Department was negative with most of the respondents labelling it as one of suspicion and distrust to discordiality and unhappiness. From the results presented in Chapter Four and the interpretation above it is obvious that generally the employee perceptions of the organisational climate are very negative. Aside from identity there appears to be no perceived areas of strength at the moment within the organisation. The negative ratings for support, warmth and conflict possibly contribute to a large degree to the negative overall perception of the climate. The lack of respect and recognition leads to dissatisfaction and a drop in morale (Rad and Yarmohammadian, 2000).

5.3.2 Objective 2: Identify level of job satisfaction of employees

Job satisfaction levels are an important measure in an organisation (Voisey, Baty & Delany, 2002). In the case of the Department the majority of respondents indicated that they were dissatisfied with their job. Job satisfaction is influenced significantly by perceptions of employee satisfaction with rewards and remuneration (Ellickson, 2002). The lack of satisfaction is also (to a large degree) due to the negative nature of the organisational climate such as the lack of trust, recognition and respect. Employees endowed with higher degrees of trust will have higher levels of job satisfaction (Gill, 2008). Also a supportive management style can result in a positive outcome (Rad and Yarmohammadian, 2000).

5.3.3 Objective 3: Compare the employees' perception of the organisational climate to that of the managers

Job level has a significant effect on the perception and satisfaction with supervisors being more satisfied than non-supervisors (Ellickson, 2002). This was substantiated when most of the respondents within the management level had a positive perception compared to that of the employees. This can be attributed to the different experiences of managers and employees. Managers have a lot more freedom and they are the individuals who set the rules. It also supports the finding by Patterson et al. (2004) who found that managers' assessments were significantly more positive than non-managers.

5.3.4 Objective 4: Identify the factors of organisational climate which impact most on employee job satisfaction

The results of this objective reveal that respondents felt that seven of the nine organisational climate dimensions impacted positively on their levels of job satisfaction. The two that they did not agree with as having a positive impact on job satisfaction was support from other Departments and rewards. According to Kreitner and Kinicki (2001) positive relationships with co-workers enhance job satisfaction but the perception provided by the respondents reveal that there is limited collaboration between the Departments. In terms of rewards the fact that most of the respondents were unhappy with their remuneration and this is one of the factors that now impacts negatively on their satisfaction, supports Oshagbemi and Hickson (2003) who maintain that the satisfaction one experiences with the pay received affects the overall level of the employees job satisfaction. This is because job satisfaction is linked to how well personal expectations align with outcomes (McKenna, 2000) – if a person works hard but does not get recognised or remunerated for this then job dissatisfaction may result.

The findings for this objective contradict the previous objectives wherein the respondents perceived the climate of the Department to be negative overall. There could be a number of reasons for this anomaly, the question may not have been explicit enough for the respondents or respondents may have misconstrued

the question believing it to ask which factors in general would have a positive impact on job satisfaction instead of how the current organisational factors in the Department impacts on job satisfaction. If the latter is the case then it is evident that despite being dissatisfied with the remuneration received this aspect is not a defining one in terms of job satisfaction.

The findings for this objective contradict the results of studies done by Volkwein & Parmley (2002) and Volkwein & Zhou (2003) who found that job insecurity, stress, and pressure as having a significant negative impact on the overall satisfaction while teamwork, recognition, advancement, feelings of independence, and social and professional relationships with colleagues and supervisors had a significant positive impact on overall job satisfaction.

One of the aims of the study was to identify if there was a link between organisational climate and job satisfaction. From the results above one can conclude that a relationship between organisational climate and job satisfaction does exist. While the organisational climate dimensions used in various studies differ it can be concluded that employees tend to be more satisfied in climates which encourage autonomy (Bisconti & Solomon, cited in Peek, 2003), where there is interest shown by management towards their employees (Hackman & Suttle, cited in Peek, 2003), and where the managers care about and are concerned about the feelings of employees (Ford, cited in Peek, 2003; Hopkins, cited in Peek, 2003).

5.4 Summary

This chapter provided an interpretation of the empirical data obtained from the participants. The objectives were analysed and discussed and it was revealed that there is a link between organisational climate and job satisfaction. It was found that a negative organisational climate resulted in job dissatisfaction in the public sector and this situation is showing signs of extending to beyond the junior staff level. It was also found that there is limited research available on this subject in relation to a government department. The sixth chapter will draw conclusions on the research study and will provide recommendations and limitations of the study.

CHAPTER SIX

RECOMMENDATIONS AND CONCLUSIONS

6.1 Introduction

Organisational climate and employee job satisfaction are extremely important topics affecting not only the business sector but the government sector as well. The manner in which staff perceive the organisational climate impacts on their performance, commitment and feelings towards the organisation. An employee working in a positive climate, whose intrinsic and extrinsic needs are being met will be more likely to stay in an organisation and go the extra mile when the situation arises. The aim of this study was to assess the organisational climate at a Government Department and to identify if there is a link between organisational climate and employee job satisfaction. Objective four of this study was to provide recommendations on how to improve the organisational climate in the Department. This chapter will conclude and summarise the implications of the study and recommendations for improvement. It will also highlight the limitations experienced with the study and will put forward recommendations for future research.

6.2 Implications of this Research

The specific focus of this study was to assess the organisational climate and employee job satisfaction within a Government Department and to discover if a link existed between them.

The most important conclusion is that there is a relationship between organisational climate and employee job satisfaction. The climate at the Department is currently negative and this has resulted in many of the respondents being dissatisfied with their job. The challenge is to identify the root causes of the dissatisfaction and the negatively perceived climate and to determine how to improve the situation so that all parties are satisfied.

6.3 Limitations of this Study

- There were various limitations to the study of which the main limitation is that the study was conducted in one Government Department only. Further research needs to be conducted to discover if the findings are similar in other Government Departments or if this was an anomaly. Also the geographic location of the study was limited to KwaZulu-Natal. A holistic overview of other regions within South Africa needs to be conducted.
- The study was undertaken during the Local Government election. Many Public Sector Departments did not want a study of this nature conducted at such a crucial time as they felt the results would not be a true reflection of the situation.
- The survey was developed using QuestionPro which meant that respondents would require Internet access in order to open the link. Most of the staff at the Department did not have access to the Internet. An agreement was eventually reached with the Department whereby access to the link was allowed but despite this many employees claimed that they still could not open the link.
- The link to the questionnaire was sent using the Departmental email system and notification appeared as „Departmental email’. It was found that many staff did not open these emails as it was not viewed as urgent or as a priority and as a result a number of people were unaware of the study. Another limitation was that many respondents may have discarded or forgotten about the questionnaire despite the reminder emails sent out.
- Even though the survey was completely anonymous and requested no personal information many people were wary of using the Internet to complete the questionnaire as they were uneasy that one could still

trace the individual who completed the survey and their responses. Hardcopies of the questionnaire was provided but most individuals were reluctant to complete the questionnaire as they felt that it was too controversial an issue and may have resulted in them getting into trouble. Despite explaining that permission for the study was granted by the Department they were still unwilling to take the chance.

- Due to the unwillingness of staff to complete the questionnaire the responses were limited. This can be viewed as a weakness as the research used a quantitative research method and a larger sample size would have been preferred as it results in more valid and reliable findings.
- The findings of the study revealed that current research on the topic, especially in a government department and in particular South Africa, is limited. Most of the literature available focused on organisational culture and commitment. It is clear that there is limited research on climate. Also there are various measures of organisational climate and studies seldom used the same dimensions. As such it was difficult to compare results from and with the different studies.
- Self-administered questionnaires allow for too much interpretation of the items by the participants. It is also possible that data collected from the questionnaires do not capture the complexity of employees' perceptions of their workplace conditions.

6.4 Specific Recommendations for this Research

In order to meaningfully address the issue of organisational climate and job satisfaction regular surveys need to be conducted in the Department so that more meaningful conclusions can be drawn and problems can be identified early on before they manifest themselves. Additionally, it is recommended that a study with a similar scope but using „open-ended questions' be conducted in order to fully

understand the issues as opposed to the „dove-ended questions’ which forced respondents to choose specific answers.

There is a certain level of negativity towards performance assessments in the Department. The Department needs to remove the distrust of the assessment process by providing regular, informal feedback to staff on tasks that they perform and their daily jobs.

Respondents were dissatisfied with the organisational climate dimensions of warmth, support and the manner in which conflict was resolved. There should be an open door policy established with all managers to encourage managers and staff to resolve issues promptly and to develop better working relations. It would also remove the „barriers’ staff perceive from a closed door policy and will allow for staff to approach managers with issues of concern or areas requiring clarity.

Staff need to feel involved in the decision making processes. Information on issues affecting staff (such as restructuring and relocation) need to be communicated with staff to keep them updated and their views should be sought so as to ensure that they feel part of the process. A more consultative approach as opposed to a top-down approach needs to be adopted. Team meetings should also be held with staff so as to provide a platform for the sharing of information, airing of views and checking on progress in a less intimidating manner. It also provides staff with the opportunity to be involved and make suggestions on their jobs/work environment.

Team-building exercises should be held to build and strengthen relationships among staff. This will encourage staff to interact and by getting to know each other will facilitate a better working relationship between them.

Recognition needs to be given to staff when they perform well. Staff need to be openly acknowledged for a job well done. Management can achieve this through an email, acknowledgements at team meetings, or even less formal as going to the person and letting them know that they have done a good job. Recognition does not necessarily have to be monetary, it can be the proverbial pat on the back

or a note of recognition or even a certificate. Other non-monetary incentives such as „time-off’ should be considered as alternatives for reward.

Finally it is recommended that the Department investigate the issues and concerns over rewards and remuneration. One manner in which this can be addressed is through a workshop where the staff are informed of the value of their package and the comparative market salary and remuneration packages.

6.5 Recommendations for Future Studies

This study examined only one Government Department. A truly representative sample would examine a number of government departments. Future studies could examine other Departments within KZN and other provinces to determine if similar results are obtained and whether there are differences in the organisational climate and job satisfaction levels across provinces.

Future studies can also investigate other variables such as turnover, leave, commitment and the relationship between organisational climate and culture.

Future research is needed to investigate the relationship between those dimensions of organisational climate that have a direct influence on the satisfaction levels of employees versus those that have an indirect influence.

Further studies need to be conducted in the South African Government context so as to build a body of knowledge. „Open-ended questions’ can be used as opposed to „closed-ended questions’ which forces a choice so as to avoid the skewing of data and provide the researcher with the underlying reasons for respondents opinions.

Aside from the issue with Internet access, there was resistance participating in a web-based survey as people felt that it was not 100% anonymous. Future studies should look at using a manual data collection method.

The study needs to be conducted with a larger sample. One way to ensure results is to hold workshops of focus groups where groups of staff come to a central place to openly discuss the topic, the questionnaire is explained and they fill it in.

This study only looked at organisational climate and job satisfaction. A study investigating the factors which can improve the above needs to be undertaken to develop areas of intervention which speak directly to the problem.

An interesting study would be to interview staff who have left the Department and identify their reasons for leaving and if there are any regrets for having left and which aspects of working for the Department they missed most. The Department could also conduct exit interviews and an assessment of these findings will also reveal areas which employees perceive negatively as well as those that are perceived positively.

6.6 Summary

This study focussed on organisational climate and employee job satisfaction. The aim was to not only investigate the perception held by staff of these facets but to also determine if there is a link between organisational climate and employee job satisfaction. The findings of the study revealed that there is a negative perception of the organisational climate at the Department where the study was conducted and that the staff were dissatisfied with their jobs. More importantly, however, it revealed that there is a positive relationship between organisational climate and job satisfaction. By understanding what factors influence job satisfaction and which areas of organisational climate is lacking, the Department can work to develop and maintain a more positive climate in which employees experience satisfaction with their jobs and can ultimately thrive. Organisational climate is no longer a theoretical concept in the tomes of research but is very much a reality and affects not just big business but also government spheres. As such proper attention needs to be given to it to ensure a happy, productive and committed workforce.

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Appendix 1

CVF QUADRANTS AND THE RELATED OCM[®] DIMENSION AND DEFINITION

CVF QUADRANT	DIMENSION	DEFINITION	SOURCE
Human Relations	Involvement/ Participation	Employees have considerable influence over decision-making	(Miller & Monge, 1986; Hollander & Offerman, 1990; Heller, Pusi, Strauss & Wilpert, 1998)
	Supervisory Support	The extent to which employees experience support and understanding from their immediate supervisor	(Cummins, 1990; Eisenberger <i>et al</i> , 2002).
	Autonomy	Designing jobs in ways which give employees wide scope to enact work	(Cherns, 1976; Kleirs, 1991)
	Integration	The extent of interdepartmental trust and co-operation.	(Lawrence & Lorsch, 1967; Nauta & Sanders, 2000)
	Welfare	The extent to which the organization values and cares for employees.	(Robinson & Rousseau, 1994; Guest, 1998).
	Training	A concern with developing employee skills	(Gattiker, 1995; Morrow, Jarret & Rupinski, 1997).
	Effort	How hard people in organizations work towards achieving goals.	(Hinsz & McCaol, 1987).

Open Systems	Reflexivity	A concern with reviewing and reflecting upon objectives, strategies and work processes, in order to adapt to the wider environment.	(West, 1996, 2000).
	Innovation ¹ and Flexibility ²	The extent of encouragement and support for new ideas and innovative approaches. ¹ An orientation towards change. ²	(West and Farr, 1990). ¹ (Garrahan & Stewart, 1992; King & Anderson, 1995). ²
	Outward Focus	The extent to which the organisation is responsive to the needs of the customer and the marketplace in general	(Kiesler & Sproull, 1982; West and Farr, 1990).
Rational Goal	Clarity of Organisational Goals	A concern with clearly defining the goals of the organisation.	(Locke, 1991).
	Pressure to Produce	The extent of pressure for employees to meet targets.	(Taira, 1996).
	Quality	The emphasis given to quality procedures.	(Deming, 1986; Hackman & Wageman, 1995).
	Performance Feedback	The measurement and feedback of job performance.	(Annett, 1969; Kopelmann, 1986).
	Efficiency	The degree of importance placed on employee efficiency and productivity at work.	(Ostroff & Schmitt, 1993).
Internal Process	Formalisation	A concern with formal rules and procedures.	(Pugh, Hickson, Hinings, & Turner, 1968; Hall, 1991).

	Tradition	The extent to which established ways of doing things are valued.	(Coch & French, 1948).
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Adapted from Saunders, J. 2008. **An Assessment of the Relationship between Organisational Climate and Organisational Commitment within the IT Department of a Telecommunications Company**, unpublished dissertation, Rhodes University.

Appendix 2

QUESTIONNAIRE

Informed Consent Letter

UNIVERSITY OF KWAZULU-NATAL SCHOOL

Dear Respondent,

MBA Research Project

Researcher: Ashena M. Ramloutan (083 602 0727)
Supervisor: Prof Anesh Maniraj Singh (031-2607564)
Research Office: Ms P Ximba 031-2603587

I, Ashena Ramloutan an MBA student, at the Graduate School of Business, of the University of KwaZulu-Natal. You are invited to participate in a research project entitled **ORGANISATIONAL CLIMATE AND EMPLOYEE JOB SATISFACTION IN A GOVERNMENT DEPARTMENT**. The aim of this study is to assess the organisational climate of the Department and to discover if there is a link between this and employee job satisfaction.

Through your participation I hope to understand the level of job satisfaction that exists in the Department and if there is any relationship between this and the organisational climate of the Department. The results of the focus group are intended to contribute to the assessment of the organisational climate of the Department and the level of job satisfaction experienced here as well as to contribute towards the development of recommendations to build upon and improve levels of job satisfaction and organisational climate.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this survey/focus group. Confidentiality and anonymity of records identifying you as a participant will be maintained by the Graduate School of Business, UKZN.

If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me or my supervisor at the numbers listed above.

The study should take you approximately 10 minutes to complete. I hope you will take the time to complete this study.

Kind Regards
Ashena M. Ramloutan
Cell: 083 602 0727
Email: ashena411@gmail.com

I Agree

SECTION 1

Select the appropriate answer

1. Gender

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

2. Race

<input type="checkbox"/>	Black
<input type="checkbox"/>	Coloured
<input type="checkbox"/>	Indian
<input type="checkbox"/>	White

3. Age

<input type="checkbox"/>	18-20 Years
<input type="checkbox"/>	21-30 Years
<input type="checkbox"/>	31-40 Years
<input type="checkbox"/>	41-50 Years
<input type="checkbox"/>	> 50 Years

4. Which Directorate/business unit do you work in

<input type="checkbox"/>	Office of the Head of Department
<input type="checkbox"/>	Internal Control
<input type="checkbox"/>	Legal Services
<input type="checkbox"/>	Disaster Management
<input type="checkbox"/>	Monitoring and Evaluation
<input type="checkbox"/>	Capacity Building
<input type="checkbox"/>	Special Initiatives

- Corporate Services
- Municipal Administration and Governance
- Municipal Finance
- Municipal Planning
- Municipal Infrastructure Development
- Traditional Governance and Finance
- Traditional Institutional Support
- Business Support Services
- Disaster Management
- Information and Communication Technology (ICT)

5. Where are you based?

- Durban
- Pietermaritzburg
- Ulundi

6. How many years have you been working in the Department?

- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- 25 years or more

7. Indicate which of the following best describes your position.

<input type="checkbox"/>	Clerical /office support
<input type="checkbox"/>	Technical / professional staff
<input type="checkbox"/>	Supervisory
<input type="checkbox"/>	Assistant Director
<input type="checkbox"/>	Deputy Director
<input type="checkbox"/>	Director
<input type="checkbox"/>	Chief Director

SECTION 2: ORGANISATIONAL CLIMATE

Please state your level of agreement with the following statements:

		Strongly Disagree	Disagree	Agree	Strongly Agree
REWARDS (SALARY PACKAGE)					
8.	I am adequately remunerated for my exceptional performance				
9.	All my responsibilities and duties have been taken into account in determining my remuneration package				
10.	I am satisfied with the remuneration I receive				
STRUCTURE					
11.	Freedom of thought is promoted in the Department				
12.	The bureaucracy has a negative effect on my communication with management				

13.	Rigid policies and procedures has a negative impact on work performance				
RESPONSIBILITY					
14.	I have full autonomy in taking decisions				
15.	The goals and objectives of my job are clear				
16.	I am trusted to carry out tasks delegated to me				
CHALLENGES					
17.	The Department has been well managed over the last few years				
18.	Management resist making change				
19.	Change at the Department is very slow				
20.	The lack of change in the Department leads to feelings of dissatisfaction.				
WARMTH					
21.	At the Department there is a cordial work environment				
22.	A strong sense of team spirit prevails in the Department				
23.	My immediate manager cares about me as a person/for my well-being				
24.	At the Department there is a general feeling of caring				

SUPPORT					
25.	Supervisors can be relied upon to give good guidance to their staff				
26.	Staff get together to assist when urgent, major tasks arise in the division				
27.	My manager/supervisor motivates me				
28.	Collaboration between departments is very effective				
STANDARDS					
29.	Staff are constantly under pressure to meet targets				
30.	The culture at the Department is more task than people related				
31.	Guidelines to measure my work performance are clear				
32.	I receive regular informal, constructive feedback on tasks performed				
CONFLICT					
33.	I am allowed to differ with my supervisor				
34.	My manager accepts differences of opinion				
35.	Any conflict that arises is addressed immediately.				
36.	There is an open-door policy that exists between the managers and staff to address grievances				
IDENTITY					
37.	I have a sense of loyalty and commitment to the department				

38.	If extra effort is required I am willing to work overtime for the Department				
39.	I am proud to tell my friends I work for the Department				
40.	I see a long term future for me in the Department				

41. Overall how satisfied are you with your job?

<input type="checkbox"/>	Extremely Dissatisfied
<input type="checkbox"/>	Dissatisfied
<input type="checkbox"/>	Satisfied
<input type="checkbox"/>	Extremely Satisfied

42. The following dimensions impact positively on my job satisfaction:

	Strongly Disagree	Disagree	Agree	Strongly Agree
Rewards received				
Structural changes made when necessary				
Responsibility – the extent to autonomy being given for decision-making				
Challenges – adapting and accepting new ideas				
Warmth and understanding shown by management				
Support from management and other departments				
Standards – goals, objectives and performance objectives				

Conflict – openness to conflict and differences in opinion				
Identity – loyalty towards the Department				

43. The climate at the Department is one of:

- | | |
|--------------------------|------------------------------|
| <input type="checkbox"/> | Cordiality and happiness |
| <input type="checkbox"/> | Discordialty and unhappiness |
| <input type="checkbox"/> | Trust |
| <input type="checkbox"/> | Suspicion and distrust |
| <input type="checkbox"/> | Motivation |
| <input type="checkbox"/> | Family |

APPENDIX 3 ETHICAL CLEARANCE



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Westville Campus
Private Bag 454001
DURBAN, 1000
Tel No: +27 31 260 8350
Fax No: +27 31 260 4669
svivian@m.ukzn.ac.za

18 October 2011

Ms AM Ramlootan (200267049)
Graduate School of Business

Dear Ms Ramlootan

PROTOCOL REFERENCE NUMBER: HSS/0949/011MBA

PROJECT TITLE: Organisational Climate and Employee Job Satisfaction In a Government Department

In response to your application dated 23 September 2011, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and the protocol has been granted **FULL APPROVAL**.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.
PLEASE NOTE: Research data should be securely stored in the school/department for a period of 5 years.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

Professor Steven Collings (Chair)
HUMANITIES & SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE

cc. Supervisor – Prof AM Singh
cc. Mrs. C Haddon