

UNIVERSITY OF KWAZULU-NATAL

**ASSESSMENT OF ORGANISATIONAL CLIMATE FOR A FACILITIES
MANAGEMENT COMPANY IN DURBAN**

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DECLARATION

I Phila Mncwango, declare that:

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ABSTRACT

Organisational climate is behaviourally oriented and is an important predictor of organisational success. It is evident that there is an abundance of literature regarding organisational climate in large companies located in First-World countries. However, not much is known about employee beliefs and attitudes towards organisational climate in small South African businesses. The aim of the study was to assess the organisational climate of a small Facilities Management Company based in Durban. This study will attempt to answer the question, “What are employees’ beliefs and attitudes regarding organisational climate within a small South African business?” Five dimensions which gave rise to or are affected by organisational climate were measured. These included supervisory support, rules, policies and procedures, participation in decision-making, physical environment, and recognition. These dimensions were correlated either with an engaging or a stressful organisational climate. The study made use of a probability sampling design; and the survey was conducted through the use of an electronic questionnaire. The questionnaires were personally administered, targeting the population, thus ensuring adequate representation in conducting the study. The researcher used convenience sampling - a non-probability sampling technique that chooses participants for a study who are accessible and easy to find. The entire population of non-management was invited to participate in the study; 90 employees responded to the survey. The required sample size was 82. The findings of the study demonstrated that more than half of the respondents indicated that they were either happy or very happy (57%) and that the company climate promoted employees’ morale and engagement. This seemed to contradict the employees’ notion that the climate is unpleasant. There were 43% employees who were unhappy about some dimensions of the company’s organisational climate. Possible relationships between the factors that may affect organisational climate were tested. The results revealed that the nature of the relationship between the manager and the workers was not a significant factor affecting the working environment (chi-square=4.675, df=3, p-value=0.197). The overall work environment was significantly associated with the environment created by the rules (chi-square=21.949, df=3, p-value=0.000). Employees were not happy that management takes all decisions unilaterally. Employees wished to be responsible for their work goals. The results revealed that overall happiness at work depended on whether the managers were playing their roles well. Professional conduct by the manager in providing the necessary working environment makes the working environment pleasant. In improving the overall organisational climate, the company must organise team-building and cultivate relationships by providing relevant workshops, creating a livelier organisation climate.

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CHAPTER ONE

Introduction

1.1 Introduction

Organisations in the facilities' management industry are faced with more challenges than ever. These challenges are not unique to this industry - they affect all organisations regardless of their structure, size, and financial muscle. In addressing some of these challenges, effective organisations consider people the most important resources within their organisation, placing great emphasis on employees. According to Gray (2007), should these challenges not be managed appropriately by the organisation, they could result in change in the behaviour of employees, which could lead to a change in organisational climate.

This study is an assessment of organisational climate at a small facilities' management company based in Durban. The aim of this chapter is to provide a rationale for the study. The problem statement and benefits of the study will be discussed; the aims and objectives of the research will be presented and explained. The chapter will also discuss the research design and methodology.

1.2 Motivation for the Study

For any organisation to survive, retaining the most talented employees, outdoing their competitors, organisations should seek to improve their organisational climate. Organisations must ensure that employees who add value, contributing to the bottom line of the organisation, continue to do so in an environment which enables them to perform to the best of their abilities (Ahmed, 1998).

Because organisational climate plays a critical role in organisations, influencing employees' beliefs and attitudes towards their organisation, the study is to contribute to the literature by assessing the organisational climate of a small facilities' management company based in Durban. It is evident that there is an abundance of literature regarding organisational climate in large companies located in First-World countries. However, not much is known about employee beliefs and attitudes towards organisational climate in small South African businesses. Therefore, this study will attempt to answer the question, "What are employees' beliefs and attitudes regarding organisational climate within a small South African business?"

1.3 Focus of the Study

For the assessment of organisational climate of Umongi Facilities Services, quantitative research provides a complete picture of the way in which the physical environment, supervisory support, participation in decision-making, recognition, and rules, contribute to the creation of either an engaging or a stressful organisational climate. The study was conducted at Umongi Facilities Services (Pty) Ltd which has Durban-based offices in Inkosi Albert Luthuli Central Hospital, Cato Manor. All participants in the study were Umongi employees who were non-managers.

1.4 Problem Statement

Organisational climate is one of the greatest challenges currently faced by Umongi. According to Ancarani *et al.*, (2009), climate is behaviourally oriented and is an important predictor of organisational success. Climate has been linked to several important work outcomes such as customer service, quality, teamwork, cooperation, work involvement, communication, and overall satisfaction. In order to provide high-quality service to clients, Umongi must improve its present organisational climate. Umongi currently has 112 employees. This number includes both management and non-management. In the facilities' management industry, clients need time to build relationships with staff; this is owing to the nature of the service which the company provides. In many cases, Umongi employees assist the client by providing portering services, management of the hospital stores, shuttle-bus services, and the management of the hospital's staff residential village. It is imperative that the client work with employees who come from a company with a good organisational climate, so as to avoid behaviour that could compromise the high-quality service delivered to the client.

1.5 Objectives

The aim of the study was to establish the prevailing organisational climate at Umongi. In particular, the objectives of the study were to determine:

- The prevailing organisational climate at Umongi Facilities Services (Pty) Ltd.
- The role of leaders in establishing an organisational climate.
- The role of effective communication in establishing organisational climate.
- The way in which the rules, policies and procedures impact on organisational climate.
- The way in which the organisational climate affects individual behaviour.

- Whether the physical environment affects the organisational climate.

1.6 Limitations of the Study

The questionnaire had to be completed online. The participants in the study needed a computer and access to the Internet. To ensure that all resources were available, facilitating the collection of data, the Question Pro survey link had to be saved on the researcher's computer, office administrator's computer, and an office pull computer. This meant that the survey was taken at a time when the participant was available to answer the questionnaire, or when one of the three computers used for the research was available.

The study was limited to a single facilities' management company based in Durban. The organisation employed predominantly African staff, therefore the results cannot be generalised to that of the entire facilities' management industry. Although the study met and exceeded the required sample size, owing to the small size of the organisation, with a study population of 102, a study of the entire population would have been preferable. This would have given a consensus, as opposed to the generalisation of the results.

The research was also dependent on the participants' willingness and availability to participate in the survey. Participants' willingness was addressed by stressing the importance of the study to the participants. The research also extended the research data-collection times to after working hours and evenings, ensuring that the sample was representative of all staff.

The data used in the research was mainly categorical; this meant that only a few statistical tests could be performed, and tests such as analysis of variance (ANOVA) and parametric tests were not possible. In achieving these tests, the research questions would need to be redesigned.

1.7 Structure of the Study

Chapter One gives an overview of the study. Chapter Two forms the literature review, in which the theory of the organisational climate is discussed. This chapter deals primarily with definitions, and it discusses other researchers' findings. Chapter Three provides the research methodology. This chapter focuses on the design of the research, the way in which the research was conducted, and the sampling and analysis methods used. Chapter Four presents, discusses, and interprets the quantitative data, in which key research findings are discussed and integrated

with the literature. Research limitations are also discussed. Chapter Five makes recommendations and draws conclusions.

1.8 Summary

In this chapter the motivation, focus, problem statement, objectives, and limitations of the study were explained, together with the rationale for the study. All the dimensions of the study were consistent, showing that the majority of respondents were choosing positive responses to all the survey questions. These responses were also well supported by the consistency of responses from employees. In assessing the company's climate it had to be established whether there were other organisational climate dimensions or elements of the assessed dimensions contributing to the prevailing organisational climate.

All the dimensions of the survey were consistent, showing that the majority of respondents were choosing positive responses to all the survey questions. These responses were also well supported by the consistency of responses from employees.

CHAPTER TWO

Overview of Organisational Climate

2.1 Introduction

Of recent years, attention to issues related to the promotion of organisational climate in business has increased (D'Alleo and Santangelo, 2011). Organisational climate can affect the behaviour of the individual in adapting to the demands of the organisation for which they work (Woods and West, 2010).

This chapter discusses the organisational climate literature concerning the dimensions of organisational climate and the effects of organisational climate on stakeholders. The chapter begins by defining organisational climate. It also discusses the types and measures of climate. Lastly, the perceptions of organisational climate in South African organisations are discussed.

2.2 Defining Organisational Climate

According to Woods and West (2010), organisational climate refers to what it feels like to work for a particular organisation. This is based on employees' perceptions of the work environment. Perceptions are the product of complex interaction (Ashkanasy, Wilderon and Peterson 2000). Organisational climate is characterised by the way employees feel about their work environment, and their chances of attaining their goals. Organisational climate is about employees' sense of acquiring information about the surrounding work environment (Ashkanasy *et al.*, 2000). Climate is associated with the thoughts and behaviour of the people within the organisation; it is generally subjective and temporal (Acikgoz and Günsel, 2011).

Organisational climate is derived from the concept of weather patterns in an area (cold, warm, stormy, dark, etc.), and it changes as a consequence of many different work environment forces. Organisational climate provides a summative description of the organisation using various dimensions such as leadership, communication, individual behaviour, rules, policies, and procedures (Woods and West, 2010). According to Kangis, Gordon and Williams (2000), organisational climate is an enduring organisational characteristic which is different from other organisations. This includes employees' sense of acquiring information about the surrounding work environment. Watkin and Hubbard (2003) defined organisational climate as a measure of employees' perceptions of those aspects of their environment that directly affect how well they

can do their job.

Climate is defined as people's perceptions of their organisational policies, practices, and procedures (Ancarani, Di Mauro and Giammanco, 2009). According to Worthington, (2012), it is this perceptual level of inquiry that the assessment of organisational climate is attempting to comprehend - both individual and shared perceptions of the organisational climate. Climate attempts to identify the environment affecting the behaviour of the people within the organisation (Worthington, 2012). According to Ancarani *et al.*, (2009), climate is behaviourally oriented; it is manifested in a variety of human resources practices. Climate is an important predictor of organisational success.

Organisational climate is defined as a multidimensional construct encompassing individual evaluations of the working environment (Neal, Griffin and Hart, 2000). These individual evaluations may refer to the general dimensions of the environment such as leadership, communication, motivation, control, flexibility, human relations, goals, and team commitment. According to Woods and West (2010), organisational climate is what it feels like to work for a particular organisation, being based on employees' perceptions of the work environment. Organisational climate is the way in which employees experience their organisation (Ancarani *et al.*, 2009).

The study of organisational climate promotes the need for assessing the impact of organisational behaviour on the policies, procedures, and processes of work routines; it gives knowledge of the route which the organisation is following, by revealing the moods and expectations of the people within the organisation (D'Alleo and Santangelo, 2011).

From the definitions discussed, it appears that organisational climate is the employees' shared perceptions of their work environment (Shim, 2010). For the purposes of this study, it is assumed that organisational climate is the employees' beliefs and attitudes regarding certain aspects of their work environment, such as leadership, communication, physical environment, individual behaviour, rules, policies, and procedures directly impacting on how they feel at work and subsequently, how they do their job.

2.3 What Creates the Climate?

According to Arvidsson, Johansson, Ek and Akselsson (2006), trust is important in creating a climate in which employees are not afraid to challenge the status quo, even when such attempts are not successful. This in turn will create a blame-free atmosphere. According to Francis and Young (1995), if people are open with one another and feel valued by the organisation this will lead to a positive organisational climate. Where people do not feel valued and where there is no openness in the work environment, a poor climate will prevail.

The organisation's customs, traditions, values, and the current way of conducting procedures depends largely on the way in which employees perceive these elements. The employees' perceptions of the work environment create the organisational climate (Robbins, Judge, Odendaal and Roodt, 2009). According to Robbins *et al.* (2009), the climate may be created by the organisational founders or leaders, by the appointing and/or retaining of employees who are aligned with the organisational leadership's way of thinking. Organisational climate is a multidimensional construct encompassing individual evaluations of the working environment (Neal *et al.*, 2000). These individual evaluations may refer to the general dimensions of the environment such as leadership, team commitment, motivation, communication, physical environment, participation in decision-making, individual behaviour, rules, policies, and procedures.

2.4 Types of Climate

According to Shim (2010), organisational climate may be categorised into either an engaged or a stressful climate, while Arvidsson *et al.* (2006) categorised climate into one either for innovative or for stagnating organisations.

Table 2.1 Types of Climate

Type of Climate	Brief Description
Engaged	High levels of personal accomplishment; and low levels of emotional depression.
Stressful	Low levels of personal accomplishment; work is exhausting.
Innovative	Characterised by openness and trust.
Stagnating	Characterised by overly bureaucratic rules and regulations.

Table 2.1 summarises the types of climate, and also gives a brief description of each type of climate.

Both innovative and stagnating organisational climates are often defined by the dimensions of climate (Arvidsson *et al.*, 2006). According to Arvidsson *et al.* (2006), a stagnating climate is governed by rules and regulations, while an innovative climate is characterised by openness and trust.

An engaging climate indicates a high-level of personal accomplishment and low levels of role conflict, work overload, and emotional depression (Shim, 2010). According to Shim (2010), in this type of climate, employees have shared perceptions of their work environment in that they believe that they can accomplish many great things, remaining personally involved and committed to their work. In this way they can offer an excellent service to their clients or customers. According to Glisson and Green (2011), in an engaging organisational climate, employees believe that they are responsible for their work goals and achievements, and through their organisation's working environment they are able to achieve these aims.

Contrary to an engaged climate, a stressful climate indicates a low level of personal accomplishment and high levels of role conflict, work overload, and emotional depression. In this type of climate employees share perceptions of their work environment being emotionally exhausting, and that they are overworked (Shim, 2010). In a stressful organisational climate employees are unable to complete their work (Glisson and Green, 2011).

It is argued that innovative organisations will have a different climate from stagnating organisations (Arvidsson *et al.*, 2006). As suggested earlier by the literature, the climate of an innovative and growing organisation is often characterised by openness and trust, while the climate of a stagnating organisation is often characterised by overly bureaucratic rules and regulations.

According to Weeks (cited in Nieuwoudt, 2011), organisational climate may be either positive or negative. A positive organisational climate promotes high levels of employee morale and engagement, while a negative climate is an indication that employees are not happy with their work environment.

2.5 Dimensions of Climate

There are a number of factors affecting organisational climate; however, the prime factor in organisational climate is people and their interactions (Ceyda and Sevic, 2012). The interaction between groups of people is measured in various dimensions, using the interaction of the organisation with its environment, and the balance between the purpose of the organisation and that of the individuals (Ceyda and Sevic, 2012).

Climate is associated with the employees' thoughts, feelings and behaviour (Acikgoz and Günsel, 2011).

Woods and West (2010) identified and described various dimensions of organisational climate which include lack of concerned management, job challenge, autonomy, supervisory leadership, teamwork, warmth, goal facilitation, and interaction.

Organisational climate dimensions focus on the working environment within the organisation (Arvidsson *et al.*, 2006). According to Gray (2001), there are a number of elements which contribute to an individual's perception of his working environment. These elements of climate include challenge, freedom, leadership, management style, support for ideas, trust, liveliness, playfulness, debate, conflicts, and risk-taking. For the purpose of this research, these elements reviewed in this literature are grouped into five dimensions covering the working environment; these are leadership, human relations, communication, management control, and goals. According to Gray (2001), the dimensions stated above contribute to the measuring of organisational climate. A brief description of these dimensions is provided below.

2.5.1 Leadership

Leadership is a key contributor to organisational climate (Jones and George, 2009). According to Jones and George (2009), when leaders are effective, their subordinates will be motivated, committed, and high-performing. Leaders provide direction and guidance for group members within the organisation. This climate dimension assesses the ability of key organisational members to establish and promote a constructive organisational work environment (Panuwatwanich, Stewart and Mohamed, 2010).

Organisational climate is an important determinant of effective management and supervisory

leadership. It measures the impact on his subordinates of the organisation's leader (Watkins and Hubbard, 2003). According to Jones and George (2009), for the creation of an organisational climate, there are traits and personal characteristics of organisational leaders that contribute to effective leadership and climate. Table 2.1 offers traits relating to effective organisational leadership.

Table 2.2 Traits and Personal Characteristics Related to Effective Leadership

Trait	Brief Description
Integrity and honesty	When organisational leaders or managers behave ethically, they earn their subordinates' respect, trust and confidence.
Maturity	Mature leaders or managers admit when they have made a mistake, controlling their feelings, and avoiding acting selfishly.
Knowledge and expertise	Knowledgeable leaders make good decisions, and continuously discover ways of improving the work environment.
Intelligence	Leaders should be able to understand complex issues and to solve organisational problems.
Influential ability	Leaders should have the ability to influence their subordinates in achieving organisational goals.
Self-confidence	Leaders should have the ability to persist when faced with difficulties or organisational challenges.

Adapted from Jones and George 2009, **Contemporary Management**. New York: McGraw-Hill. p504.

Table 2.2 summarises the traits and personal characteristics of leaders, giving a brief description of each trait and characteristic which assists in creating an organisational climate.

Leadership relationships influence employees to change organisational climate perceptions (Li, 2008). According to (Li, 2008), employees who share a high-quality relationship with their managers are influenced by stronger leadership. Leaders have more authority and ability to reward, and therefore they influence the organisational climate.

Workers want organisational leaders to create feelings within employees' minds that what they do at work is important and meaningful; to create a sense of unity, and to encourage employees to treat each other with respect, and therefore to work together to achieve organisational goals (Kreitner and Kinicki, 2008).

According to Gray (2001), the attitudes of leaders influence organisational climate. Managers who trust and empower their staff gain greater commitment from employees. This in turn influences the climate.

According to Ceyda and Sevic (2012), leadership has an impact on the climate of the organisation. Leaders in effective organisations create and maintain an organisational climate in which employees can work. A change of leadership style affects the organisational climate. Leaders must be aware of the impact that they have on those people around them (Ahmed, 1998).

Employees tend to be more motivated when they are empowered to accomplish tasks without or with minimal supervision, and without having to seek upper-echelon approval or authority (Panuwatwanich *et al.*, 2010). However, according to Francis and Young (1995), since authority comes from various sources such as seniority, position, expertise and personal power, questions of authority must be clearly defined in order to create a consistent organisational climate. Leadership is viewed as one dimension of a climate. In particular, the confidence shown in subordinates and the extent to which subordinates' ideas are sought and used is a measure of organisational climate (Panuwatwanich *et al.*, 2010). Therefore, supervisory support and the freedom of subordinates to talk to superiors are important elements of organisational climate. In creating an organisational climate, supervisory support is considered necessary (Acikgoz and Gonsel, 2011).

2.5.2 Human Relations

Human relations define the chain of command and establish the reporting processes. This measures the employees' perceptions of organisational processes (Ahmed, 1998). According to Ancarani *et al.*, 2009, the human relations dimension uses cohesion and morals in measuring organisational climate. In a positive climate, new ideas are easily accepted and rules are kept to a minimum. To keep staff motivated, management focuses on efficiency and effectiveness and not on hierarchy of authority (Ahmed, 1998). The existence of cooperation and teamwork is a

measure of organisational climate. The human relations dimension measures the employees' perceptions of organisational training and development which increases their work skills (Ahmed, 1998).

According to Jones and George (2008), an organisation's human resources' policies, hiring and promotions' policies, along with pay and benefits' policies, can influence the working environment. It may also influence how hard employees will work to achieve organisational goals, and whether they will buy into the standard behaviour.

A flexible human relations' management is associated with normative commitment based on a mechanism of coordination such as training and socialising Arvidsson *et al.* (2006). According to Jones and George (2009), training and development helps to ensure that employees have the knowledge and skills needed to perform their jobs effectively and to adapt to changing working conditions.

Human relations measures employees' perceptions of labour relations (Jones and George, 2009). According to Jones and George (2009), human relations measures the way in which organisations engage the workers' union so as to ensure that they have a good working relationship. This may be achieved through collective bargaining.

2.5.3 Communication

Organisational communication methods provide information to people about what and how work is to be done (Jones and George, 2009). This dimension measures people's perceptions of the flow of information to all stakeholders and staff within the organisation.

According to Francis and Young (1995), not all organisations' communication channels support the development of climate, however, creating an organisational climate requires openness in communication. A norm of expressing problems and matters of concern is encouraged in order to create a positive climate.

A good climate is often characterised by openness in the exchange of information (Arvidsson *et al.*, 2006). According to Francis and Young (1995), communication has a major effect on work organisations. Poor communication can be dangerous for any organisation and may even lead to

a poor work environment (Jones and George, 2009).

Communication skills are important for both the sender and the receiver of information (Jones and George, 2009). According to (Jones and George, 2009), managers should send messages that are clear, accurate, complete, and written in a language which the receiver understands; they should also be sent via a communications channel to which receivers have access and which they can monitor.

The dimension of communication comprises free expression of ideas for innovation and participation in organisational goal-setting. It questions the rationale for business decisions taken (Gray, 2001).

Through an open and clear internal process of communication, employees must be made aware of the way in which they can contribute to the attainment of the organisational goals; employees must be informed of what is expected of them (Jones and George, 2009). The internal communication process should emphasise and promote interaction within the organisation (Ancarani *et al.*, 2009).

The direction and smooth flowing of communication between subordinates and supervisors often depicts a clear and well-understood communication channel (Francis and Young, 1995). According to Jones and George (2009), when all members of an organisation are able to communicate effectively with one another and with people outside the organisation, the organisation is likely to perform well.

2.5.4 Decision-Making

Decision-making has an influence on organisational climate (Jones and George, 2009). According to Jones and George (2009), the decisions made by organisations affect the organisational growth, and the well-being of employees, customers, and other stakeholders.

This dimension measures the employees' perceptions of how work and resources are allocated to individual and groups (Panuwatwanich *et al.*, 2010). According to (Panuwatwanich *et al.*, 2010), this measure of organisational climate provides invaluable feedback to the organisation about the way in which employees perceive the organisation's decision-making process. According to

Jones and George (2009), in any organisation, managers should seek to improve the employees' desire and ability to understand the work environment, so that employees may make the decisions which continuously raise the organisational climate.

Organisations should take steps to promote their organisational climate so as to improve the quality of decision-making (Jones and George, 2009). In ensuring that high-quality decisions are made, managers, team leaders, and individual group members should develop a clear understanding of the situation requiring decision-making (Kreitner and Kinicki, 2008). According to (Kreitner and Kinicki, 2008), groups tend to produce more consistent decisions than do individuals; groups are considered the best alternative body for decision-making. However, because of time constraints for groups, as also for committee meetings, organisations should ensure that a competent person rather than a group makes decisions (Kreitner and Kinicki, 2008).

In creating an inclusive organisational climate, workers must be given the opportunity and freedom to express themselves as part of the organisation's decision-making (Jones and George, 2009). When people are included in the decision-making process, being recognised and rewarded for a good contribution and performance, a positive climate is created (Worthington, 2012).

According to Gray (2001), there is a view that people only work in the ways and to the extent that they are included in the decision-making process of their organisation. The perceived management attitude in decision-making by employees influences the organisational climate.

Identifying and choosing solutions that lead to the end result for the organisation should include all stakeholders (Kreitner and Kinicki, 2008). The way in which subordinates are involved in decisions relating to their work is important in creating a good working environment (Jones and George, 2009). This may be achieved either through the rational or non-rational model of decision-making. The rational decision-making model is defined as a logical-step approach to decision-making, while the non-rational is defined as explaining the way in which a decision was made (Kreitner and Kinicki, 2008).

According to Acikgoz and Gunsul (2011), rapid changes in working schedules and processes are indicators of organisational climate. Employees' response to working schedules or plans is an

indication of the organisational climate. In an organisation in which employees participate in decision-making, a positive climate is experienced.

2.5.5 Goal-Setting

The goal dimension assesses employees' perceptions of staff morale and teamwork in the attainment of individual and organisational goals. This includes measuring the way in which employees feel about themselves in relation to the organisation, and how well they work together, solving problems and being rewarded (Ahmed, 1998).

Organisations may adopt goal-setting as a means of achieving a good organisational climate (Ancarani *et al.*, 2009). According to Kreitner and Kinicki (2008), workers often do not understand their organisation's goals; and also do not themselves have clearly defined goals. Employees should understand the organisation's goals and know the actions they need to take both at individual and at team level. According to Kreitner and Kinicki (2008), this may be achieved through training.

In an organisation in which employees participate in organisational goal-setting, a good working environment is experienced.

2.6 Effects of Organisational Climate

According to Woods and West (2010), organisational climate is associated with leader behaviour, individual job performance, and organisational performance. Climate has been linked to several important work outcomes such as customer service, quality, teamwork, cooperation, work involvement, communication, and overall satisfaction.

According to Glisson and Green (2011), organisational climate captures the way in which employees experience their work environment. Organisations require people to be responsive to organisational work challenges.

The effects of organisational climate may be either positive or negative. The literature reviews both the positive and the negative effects. Various effects may be experienced by different stakeholders.

2.6.1 Positive Effects of Organisational Climate on Various Stakeholders

Organisational climate is an important element of organisational well-being. Assessing organisational climate and its effects leads to the identification of various stakeholders' perceptions, underlying assumptions that help to show a clear picture of where the organisation currently stands; it creates a road map of where the organisation would like to be in the future (Worthington, 2012).

According to Nwankwo, Owusu-Frimpong and Ekwulogo (2004), organisational climate is an important determinant of success in the way in which organisations relate to their key stakeholders. Worthington (2012) identified various stakeholders affected by organisational climate. For the purpose of this research, four stakeholders will be discussed, namely, employees, leaders, customers, and the organisation as a whole. The effect of climate on each of these four stakeholders is discussed below.

2.6.1.1 Positive Effects on Employees

Organisational climate assessment provides the context for understanding employees' attitudes and behaviour (Woods and West, 2010). Organisational climate is thought to have a strong impact on individual motivation to achieve work goals and outcomes (Neal *et al.*, 2000). According to Neal *et al.* (2000), organisational climate has also been found to influence employees' knowledge and skills by encouraging and increasing participation in training and development activities.

The happiness and well-being of staff is important. Climate is viewed as one of the factors affecting the happiness and well-being of employees (Gray, 2001). According to Gray (2001), poor climate levels are harmful to physical and psychological health and well-being of employees; and are associated with high staff turnover, high absenteeism, and increased accident levels.

According to Ragazzoni, Baiardi, Zotti, Anderson and West (2002), the use of teams increases the level of employees' participation in an organisation, however, effective team working requires a working environment which facilitates efficient team work. According to Francis and Young, (1995), in an organisation where there is a highly positive climate, closer personal relations are established by staff, problems are clarified and dealt with, and there is less

bureaucracy.

2.6.1.2 Positive Effects of Leaders

Leadership behaviour is associated with the extent to which employees identify both with their leaders and their immediate work environment (Kreitner and Kinicki, 2008). According to Kreitner and Kinicki (2008), workers in an organisation in which leadership is regarded as transformational are found to set goals similar to those of their leaders. These employees are more engaged in their work, having high levels of intrinsic motivation, and having high levels of group cohesion.

2.6.1.3 Positive Effects on the Organisation

Organisational climate assessments provide an invaluable profit and loss statement on how well a company manages its people, as well as contributions made to the organisation by individuals (Watkin and Hubbard, 2003). Organisational climate is regarded as a management tool encouraging employees' commitment to their work, thereby improving the success of the organisation (Kangis and Williams, 2000).

Although organisational climate is more generalised, less accurate and less specific, it can still provide a useful description of an organisation (Ashkanasy *et al.*, 2000). Organisational climate is an important factor in stimulating change and bringing about new ideas within the organisation (Arvidsson *et al.* (2006). Organisational climate is an important determinant of the success of the organisation (Nwankwo *et al.*, 2004). According to Arvidsson *et al.* (2006), a positive climate stimulates the innovation of any organisation and has a positive effect on the introduction and implementation of new business ideas. This is an important factor assisting the organisation to look beyond the current state towards the future.

Assessing and understanding the environment in which an organisation works in is an important component of the organisation's strategic planning process (Nwankwo *et al.*, 2004). According to Kwankwo *et al.* (2004), organisations that understand the environment within which they operate, and have identified the way in which to manage that environment, have the best chance of achieving their goals.

Although there has been less agreement on an ideal climate that enhances organisational

performance (Carlucci and Schiuma, 2012), according to Gray (2001), organisational climate affects the performance of an organisation. In an engaging and integrating climate, members of the organisation strive to achieve their goals by directing their efforts towards the success of the organisation (Gray, 2001).

Improving the organisation's social content improves the outcome of employees' work activities (Glisson and Green, 2011).

2.6.1.4 Effects on Customers

Customer satisfaction is an important indicator of the quality of organisational service delivery (Ancarani *et al.*, 2009). According to (Ehlers and Lazenby, 2008), organisations exist to serve customers. Customers develop expectations of a high-quality service delivery, which in turn affects their perception of quality service (Ancarani *et al.*, 2009).

Various types of organisational climate contribute to high levels of quality service delivery (Ancarani *et al.*, 2009). According to Ancarani *et al.* (2009), customer satisfaction is associated with an organisational climate promoting teamwork.

According to Nwankwo *et al.* (2004), the existence of a good organisational climate is more likely to influence employees, thus setting the organisation apart for customer satisfaction. This will provide a framework for delivering quality service at all times, by empowering employees to set their own goals and targets in order to serve customers more effectively.

2.6.2 Negative Effects of Organisational Climate on Different Stakeholders

There are both positive and negative effects of organisational climate on different stakeholders. The literature discusses some negative effects of organisational climate on various stakeholders, namely, employees, leaders, customers, and the organisation as a whole. The negative effect of climate on each of the four stakeholders is discussed below.

2.6.2.1 Negative Effects on Employees

Poor organisational climate reduces the employees' capability of responding to work challenges, and contributes to a high employee turnover rate (Glisson and Green, 2011).

Unrealistic expectations have a negative impact on organisational climate (Kreitner and Kinicki (2008). According to Kreitner and Kinicki (2008), unrealistic expectations and goals set by managers or supervisory leaders bring about job frustration, which encourages people to resign, contributing to a high staff turnover.

In an organisation in which the climate is low or negative, employees lack the motivation and creativity for work, resulting in high staff turnover (Kreitner and Kinicki (2008). According to Kreitner and Kinicki (2008), workers must be counselled against resigning when they encounter what they perceive as unrealistic goals and work expectations.

2.6.2.2 Negative Effects on Leadership

Poor relationships between leaders and workers are normally caused by unmet work expectations (Kreitner and Kinicki (2008). According to Kreitner and Kinicki (2008), leaders seek workers who are productive, cooperative, flexible, proactive, reliable, and honest. Leaders do not benefit from a negative organisational climate, because in this situation workers are unwilling to take the lead and to show initiative.

According to Jones and George (2009), in an attempt to shape organisational behaviour and in encouraging employees to work towards achieving organisational goals, leaders use direct supervision and bureaucratic control by means of rules and standard operating procedures.

According to Francis and Young (1995), in an organisation in which there is bureaucracy, because rules and policies come before people, there is a poor organisational climate. Rules, policies and procedures often direct and drive people, implying that leaders are more committed to procedures than to people within the organisation who actually drive those procedures.

2.6.2.3 Negative Effects on Organisations

According to Arvidsson *et al.* (2006), organisations with a control-oriented climate are more likely to fail at implementing new strategies and ideas, compared with organisations having a flexibly-oriented climate.

According to Ancarani *et al.* (2009), the way in which people perceive their organisational environment will be reflected in their overall organisational performance. Organisations achieve

their goals through collective action. An absence of any collective action in an organisation will result in organisational decline (Kreitner and Kinicki, 2008). According to Kreitner and Kinicki (2008), organisational decline is a decrease in an organisation's resources, such as finance, customers, talent, productivity, and innovative ideas.

2.6.2.4 Negative Effects on Customers

Poor organisational climate reduces employees' capacity for delivering high-quality service to the customers (Ancarani *et al.*, 2009). According to Kangari (2011), organisations have to balance their organisational climate against service delivery. The absence of this balance has an effect on the management of customers.

2.7 How to Create a Positive Organisational Climate

For there to be a positive climate within an organisation, worker participation must be encouraged by management (Robbins *et al.*, 2009). In preventing employees from having any doubts about the organisation and climate, management must persuade employees that it is acting in good faith and in the best interests of both the employees and the organisation (Calucci and Schiuma, 2012).

A positive organisational climate may be created by developing an understanding of the nature of the organisational climate and its dynamics (Gray, 2011). Organisations must take action to ensure that the organisational climate directly supports the organisational goals, objectives, and business philosophy. These actions must be clearly communicated, understood, and consistently applied by all employees, including leaders and staff (Ancarani *et al.*, 2009). Ancarani *et al.* (2009) further stated that an organisational climate may be created by leaders who empower their subordinates through learning and by modelling the behaviour expected by employees.

According to Ceyda and Sevic (2012), if open communication and sincere relationships exist within organisations, it may be said that there a positive climate prevails.

Gray (2001) stated that there is a view that work is a primary source of satisfaction and fulfilment for most workers. Managers who wish to create this satisfaction and fulfilment will strive in their interaction with employees to create an engaging and integrating climate.

According to Watkin and Hubbard (2003), in creating and raising a climate, staff may be asked to join a working group identifying actions required for creating a good climate.

According to Ancarani, *et al.*, (2009), organisational climate may be measured by the Competing Value Framework (CVF). The CVF has been widely applied to the study of organisational climate. The CVF acknowledges that there are competing values existing within the organisation. These competing organisational values correspond to the environmental dilemmas of the organisation. According to Petterson, West, Shackleton, Lawthon, Maitlis, Robinson, Dawson, and Wallace (2004), the CVF was developed by Quinn and various colleagues over a number of years. In 1983, Quinn worked with Rohrbaugh. In 1985 Quinn worked with McGrath. In 1999 Quinn worked with Cameron. The CVF was developed so as to incorporate two dimensions of organisational effectiveness into a single model including human relations, open system, internal processes, and goal rational.

Table 2.3 Competing Value Framework Approach

Approach	Brief Description
Rational goal	Emphasis placed on productivity.
Open system	Emphasis placed on the organisation's environment.
Internal process	Emphasis placed on the efficient use of the organisation's resources.
Human relations	Emphasis placed on the well-being of the staff within the organisation.

Adapted from Patterson *et al.*, 2004: **Journal of Organisational Behaviour** Vol 26. P379-408.

Table 2.3 summarises the four approaches of CVF which may be used to create an organisational climate.

Woods and West (2010) suggested that organisational climate perceptions focus on behaviour which is rewarded and supported within an organisation. Individuals interpret organisational processes, practices, and behaviour in relation to their own sense of well-being, and this contributes to the experience of climate. In organisations in which supervisors are authoritative

and demanding, employees' well-being will be negatively affected; and thus the working environment will be poor (Arvidsson *et al.*, 2006).

2.8 Who should create Organisational Climate?

The combination of traditions, habits, attitudes, beliefs, relationships, practices, and rules create an organisational climate (Francis and Young, 1995). According to Francis and Young (1995), the responsibility for creating organisational climate lies with the organisational leaders in authority. Organisational leaders can influence the way in which people perceive their working environment by determining the nature of the environment perceived by the employees.

The organisation's top management must take an active role in establishing organisational climate by showing direct support for the organisation's service imperative, and concern for employees' well-being (Ashkanasy *et al.*, 2000). Arvidsson *et al.* (2006) argued that the individuals within the organisation, their personalities, attitudes, knowledge, and experiences have a fundamental impact on the kind of climate which evolves. The organisation offers opportunities as well as boundaries for the possible interaction and the climate that develops.

According to Ceyda and Sevic (2012), there is a responsibility towards organisational members in building an environment which they will appreciate, want, and love to be part of, in which mutual sincerity, trust, and respect will be manifested.

2.9 What Creates a Negative Climate?

According to Arvidsson *et al.* (2006), the climate is shaped by the interaction between the organisation and its employees. The day-to-day confrontation with the organisation, its structures and processes, creates the feelings, attitude, and behaviour constituting the climate. Arvidsson *et al.* (2006) further argued that, while a positive organisational climate is of great importance in managing and adapting to organisational change and growth, such a climate seldom evolves in organisations closely monitored by rules and regulations. Standardised routines and regulations prevent the development of a positive climate. Detailed instruction on how things have to be done offers little opportunity for thought and creativity, and in turn prevents the development of a positive climate (Arvidsson *et al.*, 2006). Arvidsson *et al.* (2006) stated that strict instructions often cause inertia. Inertia is defined as an organisational force preventing employees from noticing, identifying, and becoming aware of the need for change.

It is claimed that when management places little emphasis on improving performance, a poor climate is experienced (Ragazzoni *et al.*, 2002). When employees constantly fear being punished or penalised for making a mistake, a negative organisational climate is experienced (Gray, 2001).

Lack of communication often creates a negative working environment. If employees are uncertain of what to do, they are not motivated to perform to their best capacity (Jones and George, 2009).

2.10 Organisational Climate in South Africa

Organisational climate differs from organisation to organisation, having different goals, objectives, operational requirements, and conditions. Organisations governed by rules and regulations apropos working methods are strictly standardised, as is the training and education of their staff (Arvidsson *et al.*, 2006). According to the literature there are reasons for believing that a positive climate helps an organisation to adapt to ongoing changes in the environment in which it operates.

Organisational climate has an impact on employees Ceyda and Sevic (2012). According to research conducted by Saunders (2008), in South African organisations, organisational climate has a relationship with productivity, performance, and employees' interaction.

Organisational climate can designate descriptions and perceptions at the individual, group, or organisational level of analysis of the way in which individuals, groups, and the organisation feels (Woods and West, 2010). Organisational climate describes and explains the relationships existing among groups of people who share some sort of common situation or experience (Ashkanasy *et al.*, 2000). In South Africa, in the research of Nieuwoudt (2011), it was reported that organisational climate ignores other factors playing a role in creating working conditions and environment. Within the South African context there is government legislation including the Black Economic Empowerment (BEE) and Affirmative Action (AA) governing the workplace, affording a great deal of pressure on organisations and working environments.

Although climate is a generalised notion, it is very much infused with the affective reactions of employees to their environment. Ashkanasy *et al.* (2000) concluded that the atmosphere which emerged in organisations was characterised by broader experiences; the role of the leader is

paramount in this effort. According to Kangis *et al.* (2000), it is claimed that, when perception by employees of greater involvement in decision-making, information-sharing, and management-support was favourable, greater corporate effectiveness was also observed; reciprocal influence between climate and performance was also suspected. According to Estiian (2008), South African organisations having been assessed for climate were found to be conducive to organisational creativity and innovation. The organisation's climate was also found to have been influenced by various climate dimensions such as job satisfaction, decision-making, communication, and team effort (Estiian, 2008).

It is evident that there is an abundance of literature regarding organisational climate in large companies located in First-World countries. However, not much is known about organisational climate in small South African businesses.

2.11 Summary

According to the literature discussed in this chapter, when organisational climate is properly managed, and when employees are involved in decision-making, a good working environment is experienced. The literature suggests that there is a benefit to organisations in creating an engaging and integrating organisational climate. There is organisational benefit in promoting an active organisational climate in which people create their own goals, feeling free to contribute to the organisation's decisions; and in which their ideas are sought and valued.

While the literature shed some light on the importance of the organisational climate in the workplace, numerous measures with which to assess organisational climate were developed outside South Africa, thus creating a need for a South African-based study which validated these measures. In particular, the Competing Value Framework was developed outside South Africa. This has been tested mainly in a number of First-World countries such as the United Kingdom, Canada, and Australia. The studies of organisational climate tend to focus on a limited set of organisational climate dimensions, ignoring the broader context in which organisational climate exists.

Assessment of organisational climate provides a better understanding of organisational environment for managers. The assessment of organisational climate in a small facilities' management company based in Durban therefore offers the main research problem.

CHAPTER THREE

Research Methodology

3.1 Introduction

The research methodology is the cornerstone of research. According to Franklin (2013), research methodology is the plan by which one obtains research participants, collecting information from them. It is a strategy of inquiry towards solving a research problem.

From the literature studied and from previous research studies on organisational climate, organisational climate has been studied using a quantitative approach. This quantitative approach has generally produced valuable views on organisational knowledge, and on employees' attitudes and beliefs.

In this chapter the data-collection strategies, research-design methods and data-analysis tools used for the research are discussed. Further to this, the aim and objectives of the study are discussed, as well as the location and recruitment of the participants for the study.

3.2 Aim and Objectives of the Study

This study will attempt to answer the question, "What are employees' beliefs and attitudes regarding organisational climate within a small South African business?"

The aim of this study is to assess the organisational climate at a Durban-based facilities' management company – Umongi Facilities Services (Pty) Ltd. In particular, the objectives of the study were to determine:

- The prevailing organisational climate at Umongi Facilities Services (PTY) Ltd.
- The role of leaders in establishing an organisational climate.
- The role of effective communication in establishing organisational climate.
- The way in which the rules, policies, and procedures impact on organisational climate.
- The way in which the organisational climate affects individual behaviour.
- Whether the physical environment affects the organisational climate.

3.3 Approaches to Data Collection

There are two approaches to data collection – the qualitative and the quantitative approaches (Franklin, 2013). This study made use of the quantitative approach to data collection, the data being collected by means of a questionnaire. The data was mainly categorical, some questions having ordinal responses. Because of this variety in data type, varied statistical tests were used in conducting the analysis of the data. A systematic and objective research process was needed in the analysis of the data.

According to Render, Stair and Hanna (2012), quantitative research is a research process which is systematic and objective in using numerical data from any selected group with which to generalise the findings of the study. Quantitative research is suitable for a study with a large population using a questionnaire (Render, Stair and Hanna, 2012); while qualitative research allows for a broader approach to research, not being limited by a rigid questionnaire, and contributing to a detailed qualitative research (Franklin, 2013). Quantitative research assesses the magnitude of relationships, showing patterns which extend across a large number of different settings (Franklin, 2013).

For the assessment of the organisational climate of Umongi Facilities Services, quantitative research provides a complete picture of the way in which the physical environment, supervisory support, participation in decision-making, recognition, and rules, contribute to the creation of either an engaging or a stressful organisational climate. A quantitative approach produces reliable statistical tests and is aimed at generalising results from a sample population of a study group. Using a quantitative approach, the researcher is able to report on how many people participated in the study and how responses concurred or differed from the theory. For the purposes of this study a quantitative research was considered a useful and relevant tool for measuring the employees' knowledge, attitudes, and feelings on the five dimensions of Umongi Facilities Services' organisational climate. The large number of employees at the company lends itself to a quantitative study.

3.4 Participation and Location of the Study

The study was conducted at Umongi Facilities Services (Pty) Ltd offices in Durban; offices based in Inkosi Albert Luthuli Central Hospital, Cato Manor. The participants of the study were all Umongi employees who were non-managers. This is based on the principle that the

company's decisions are those of management, subscribing to the management ideologies institutionalised through education and training. These principles form the basis of management ideas influencing the decisions and actions of the company (Francis and Young, 1995).

The company has approximately 112 employees. Of these 112, six are managers. The total population for the study will be 106 employees. To proceed with the study, a minimum of 86 employees was required to respond to the survey questionnaire, ensuring generalizability of the study. According to Sekaran and Bougie (2009), a population of 100 should have a sample size of at least 80; a population of 110 should have a sample size of at least 86.

All participants were full-time employees of Umongi Facilities Services. Permission was granted by the company for the conducting of the study. The study will benefit the company by revealing through the research findings which of the two types of organisational climate: engaging, or stressful, is the prevailing climate of the company.

3.5 Data-Collection Strategy

According to (Willemse, 2001), population is a collection of objects, events, or individuals having some common characteristics which the researcher is interested in studying. Lohr (2010) refers to sampling as a procedure involving a random selection of individuals from the total population. The population of this study comprised all the permanent and non-management staff of Umongi Facilities Services. Sampling helps to determine how well the data-set may be used in generalising the findings of the research from the sample to the population (Davis and Pecar, 2010).

According to the company's employee records, as of the 31st of March 2013, the company had a staff population of 112 staff, with a recommended sample size of at least 86 for 110 people (Sekaran and Bougie, 2009). Of these 112 staff, six were managers. The assessment of organisational climate survey was distributed to 106 employees, with a minimum response of 86 employees required. This number was above the minimum number of employees needed in generalising the study. The employees chosen for this survey included all full-time, non-management employees.

Since the population was small, questionnaires were given to all employees who are not managers. This was due to the generalizability requirement. Not the entire population responded

to the survey invitation (Lohr, 2010). Owing to the non-response from some of the participants, in an attempt to obtain more participants' responses, the researcher contacted the entire population, so as to carry out a purposive sampling. The intention was to study the entire population (Davis and Pecar, 2010). This was not feasible, most of the population not having Internet and email facilities. The questionnaires were personally administered, targeting the entire population, in ensuring an adequate representation when conducting the study.

In an increasing effort to obtain the responses, the researcher used convenience sampling - a non-probability sampling that chooses participants of a study who are accessible and easy to find (Davis and Pecar, 2010).

Primary data was gathered in this study utilising the questionnaire as a tool for data collection. The questionnaire contained a covering letter stating the purpose of the survey and guaranteeing respondents' anonymity and confidentiality. The survey was hand-distributed to all employees during scheduled meetings. Survey participation was voluntary, and information derived from this survey would not adversely affect employment within the company. Employees were given the opportunity of refusing to participate. They could withdraw from the project at any time, with no negative consequences. There was no monetary gain from participating in this survey group. Confidentiality and anonymity of records was maintained.

While the researcher is an employee of the company and was interacting with the participants, inputting their responses into the statistical software Question Pro, participants having no access to Internet, the researcher remained objective and independent throughout the research period. The participants' responses were not contaminated.

The responses of the participants were captured by the researcher through one-on-one scheduled sessions. As soon as each survey had been completed, the response was immediately available for analysis by the researcher in Question Pro.

3.6 Research Design and Methods

In the literature review, there were four types of climate discussed, namely, engaging, innovative, stagnating, and stressful. For the purposes of this research, the research questions were aimed at determining the role of climate dimensions in creating either an engaging or a stressful climate.

In order to identify the issues associated with organisational climate at Umongi Facilities Services, a survey of all staff was conducted, examining five dimensions of organisational climate. The five dimensions of organisational climate included: supervisory support; rules, policies, and procedures; participation in decision-making; physical environment; and recognition. Each of the questions was designed to determine whether these dimensions of organisational climate created either an engaging or a stressful environment. The aim of the study was to establish employees' beliefs and attitudes regarding these climate dimensions.

The objectives of the questions were to elicit whether the respondents were aware of any of the issues covered in the questions. The other objectives of the questions were to discover the Umongi Facilities Services employees' general feelings on these issues, and to obtain the exact information on what the employees feel is the prevailing organisational climate of the organisation.

Thirty-six questions were developed for the study, ranging from demographics to organisational-climate questions. Of these thirty-six questions asked, four covered demographics; only two were Likert-scale questions. The intention of the study was to create insightful and probing questions as opposed to mainly yes or no questions, or Likert-scale questions. The questions were developed so as to assess at least five dimensions of organisational climate. The employees' knowledge, attitudes, and beliefs with regard to the company's supervisory support; rules, policies, and procedures; participation in decision-making; physical environment; and recognition, were assessed.

3.6.1 Description and Purpose of the Study

The study was designed to help the researcher understand the prevailing organisational climate at Umongi Facilities Services (Pty) Ltd. The results of the survey were intended to contribute to the creating of an engaging organisational climate at Umongi Facilities Services.

According to the literature discussed in Chapter Two, organisational climate may either be engaging or stressful, innovative or stagnating. In this research, and through the instrument discussed in this chapter, in making a meaningful contribution to Umongi Facilities' Services, the study tested only two types of organisational climate as discussed in Chapter Two - engaging, or stressful climate.

3.6.2 Construction of the Instrument

The survey was conducted through the use of Question Pro. Questionnaires were developed so as to test the employees' beliefs and attitudes apropos five organisational climate dimensions, discovering whether they created either an engaging or a stressful working environment. The questionnaires were developed based on the Competing Value Framework, making all questions applicable to all areas of business, and relevant to all employees (Ancarani, *et al.*, 2009).

As previously discussed, organisational climate is a very complex construct which may be divided into a number of dimensions (Woods and West, 2010). The results of the study were greatly influenced by these dimensions. The competing value framework provides a comprehensive framework of organisational climate (Ancarani, *et al.*, 2009). The competing value framework assumes that organisational climate may best be described by combining the essential dimensions of organisational climate (Ancarani, *et al.*, 2009). In this study, for the purposes of this research, and so as to present a study reflective of the prevailing organisational climate dimensions at Umongi Facilities Services, the dimensions were grouped into five sections, each dimension attempting to uncover the prevailing organisational climate at Umongi, whether engaging or stressful. The dimensions were identified, based on the literature review discussed in Chapter Two, which adequately represented an organisational climate of a small facilities' management company.

Patterson (2005, cited in Ancarani, *et al.*, 2009) developed organisational climate measures using the Competing Value Framework as a means of devising differing scales of the measure. It is from these organisational climate measures that an idea of measuring only five organisational dimensions relevant to Umongi Facilities Services, a small South African company, was developed in assessing whether organisational climate, according to its staff, is either engaging or stressful.

Questions overlapping could have been misunderstood. They could affect the overall reliability of the study. Additionally, employees could have been inclined to respond favourably because the survey was personally administered (Franklin, 2013). In any study, the researcher and the participants are independent people; that independence was maintained in this study (Franklin, 2013). The researcher had studied the participants without influencing them, and without being influenced by them.

3.6.3 Recruitment of the Participants

The assessment of organisational climate is specifically connected to the working environment. This study focussed on the assessment of organisational climate at the workplace within a small South African-based facilities' management company. The population of the study thus included the entire non-management staff of Umongi Facilities Services. This meant that employees recruited for this study ranged from the general workers' level to the supervisory level.

The entire population was invited to participate in the study. However, not all participants responded positively to this invitation. The researcher made use of convenience sampling, in which participants who were the easiest to access were selected to participate in the study, completing the questionnaire (Davis and Pecar, 2010). This participants' recruitment was based on the assumption that the relationship between response items would be reasonably consistent across different departments, as well as people who differ in age, race, and gender.

3.6.4 Pretesting and Validation

Research must be pretested and valid (Willemse, 2001). According to Willemse (2001), research should generate accurate and valid findings of the subject under study. The research is valid if the constructs are measured in a valid manner, data collected is accurate and reliable, and analysis conducted is relevant to the type of data and conclusion supporting the data collected (Keller, 2012).

In testing the validity of the questionnaire, a duplicate of the test was developed and distributed to fifteen of the University of KwaZulu-Natal Graduate School of Business and Leadership colleagues who piloted the study. Of the fifteen students, fourteen responded, showing a thorough understanding of the questionnaire items. This was done to test the grammar, meaning of phrases, sequence and flow of the questionnaire. This exercise removed possible doubts on the feasibility of the questionnaire as a research tool. The questionnaire can therefore be considered valid. The questionnaire covered the field of organisational climate.

3.6.5 Administration of the Questionnaire

The study was administered by the use of Question Pro. Question Pro is an online survey platform allowing users to create, distribute, and analyse online surveys (Question Pro, 2013). Question Pro can give the mean, confidence interval, standard deviation, and standard error. It

gives the participants' statistics, customised reports, cross-tabulations, data segmentations, and trend analyses, configuring reporting (Question Pro, 2013).

3.7 Analysis of the data

Once the appointments had been secured with participants, the participants' responses were captured in the Question Pro software. Because the data was mainly categorical, frequency tables, contingency tables, and chi-square tests were used in presenting the summaries of the data, and in testing hypotheses. Frequency distributions were used to determine an overall description of the way in which research participants responded to the various questionnaire items (Willemse, 2001). Chi-square tests were used in testing for the existence of relationships or associations between variables (Keller, 2012).

The chi-square tests were conducted by first identifying the questionnaire items addressing a particular research construct - organisational climate, for example, supplying lists of questionnaire items under each research construct. These constructs were then cross-tabulated and the chi-square statistics calculated in indicating whether there was a significant relationship between the constructs. Every chi-square test also had a corresponding p-value, which was then used as an indicator for significance. A p-value less than 0.05 would indicate a significant relationship between the variables concerned at the 0.05 significance level. It is this p-value that is used to indicate significance or lack thereof between variables.

The data was analysed using the statistical software: IBM SPSS version 21. The research problem was addressed through the use of quantitative research methods already mentioned (Willemse, 2001).

Five dimensions which give rise to or affect organisational climate were measured. These included roles of leaders; rules, policies, and procedures; participation in decision-making; physical environment; and recognition. These dimensions were correlated either to an engaging or a stressful organisational climate.

Descriptive statistics were obtained for the demographic variables so as to describe the research sample. Parametric tests such as Analysis of Variance, t-tests, regression analysis, and correlation, were not considered, the data not being on ratio or interval scales. The Likert scale

was not extensively used in the questionnaire design, hence the analysis was mainly based on chi-square tests and descriptive data techniques such as frequency distributions, cross-tables and graphs.

3.8 Summary

In this chapter the aim and objectives of the study, approaches to data collection, research design and methods, data-collection strategies and data-analysis tests used during the study were explained, together with reasons for choosing these methods. Issues that may influence the study were addressed.

The data was collected by means of a survey questionnaire, administered by the use of Question Pro, and analysed by the use of IBM SPSS version 21. The study was conducted at Umongi Facilities Services (Pty) Ltd offices in Durban; offices based in Inkosi Albert Luthuli Central Hospital, Cato Manor.

CHAPTER FOUR

Presentation and Discussion of Results

4.1 Introduction

The objective of this chapter is to present and discuss the findings of this study. The research was to assess an organisational climate for small Facilities Management Company in Durban and it is the first time a study of this nature was conducted. From the literature studies not much is known about employees' beliefs and attitudes towards organisational climate in small South African Business, hence this chapter simultaneously present and discusses the findings.

There were six objectives, with thirty-six questions developed by the researcher in achieving the aim of the research. These questions were grouped into five dimensions of organisational climate.

Various statistical techniques will be used in analysing the data, with the aim of addressing the research objectives of this study. The statistical techniques used will depend on the nature of the data collected; data type and scale determining the appropriate statistical tools. The chapter will start by describing the research sample in order to present a clear picture of the study participants whose views are summarised in this chapter.

4.2 Description of the Sample

Employees of Umongi Facilities Services (n = 90) were included in the empirical study. The study population included all non-management employees. At the time of the survey there were 102 non-management employees.

Table 4.1 Demographic characteristics of the sample

Characteristics	Percentage (n =90)
Age	
20-29	37%
30-39	52%
40-49	8%
50-59	3%
Gender	
Male	51%
Female	49%
Race	
African	91%
Indian	9%
Employment History	
1 year	5%
1 - 2 years	16%
2 – 3 years	31%
3 – 4 years	9%
4 – 5 years	16%
5 – 10 years	23%

Table 4.1 The demographic information on the employees; the percentage of employees in each of the different groups (age, gender and race); as well as the number of years the employees had been employed by the company.

The results presented in Table 4.1 indicate that the sample was fairly balanced between males (51%) and females (49%). In other words, the findings of this study will not be biased towards any particular gender.

There is, however, an overwhelming proportion of Africans (91%) in the sample, with Indians as the only other race involved (9%) in the study. It is therefore important to point out that the results of this study apply mainly to the experiences of Africans, the majority

(89%) of whom were under 40 years of age.

The years of employment (experience) of the respondents is fairly evenly distributed within the range of 0 to 10 years, with higher numbers in the 2 to 3 year and the 5 to 10 year categories. The research subjects or participants are therefore of varied levels of association with the company under study.

With this clear picture of the research sample in mind, the research questions may now be analysed one at a time in order ultimately to build an overall view of the effects of various factors on organisational climate.

4.3 Prevailing Organisational Climate at Umongi Facilities Services

It is important to understand the general organisational climate at Umongi Facilities before analysing the factors giving rise to such a climate. The overall organisational climate may be described by summarising the variables (or questionnaire items) specifically addressing the nature of the organisational climate at Umongi Facilities. Table 4.2 presents the summary of responses from the research participants on how they viewed the organisational climate at Umongi Facilities. This is the main outcome which must be evaluated, especially with reference to factors giving rise to such a climate.

In the questionnaire, the following questions addressed organisational climate: questions 11, 18, 25, 33 and 34. The summary of the responses to these questions is presented in Figures 4.1 to 4.4 and in Table 4.2.

4.3.1 Making Work a Wonderful Place to which to Come

Organisational climate has a strong impact on individual motivation to achieve work goals and outcomes (Neal *et al.*, 2000). The survey revealed that 58% (11% agree and 47% strongly agreed) of employees felt that their managers were trying to make work a wonderful place to come to.

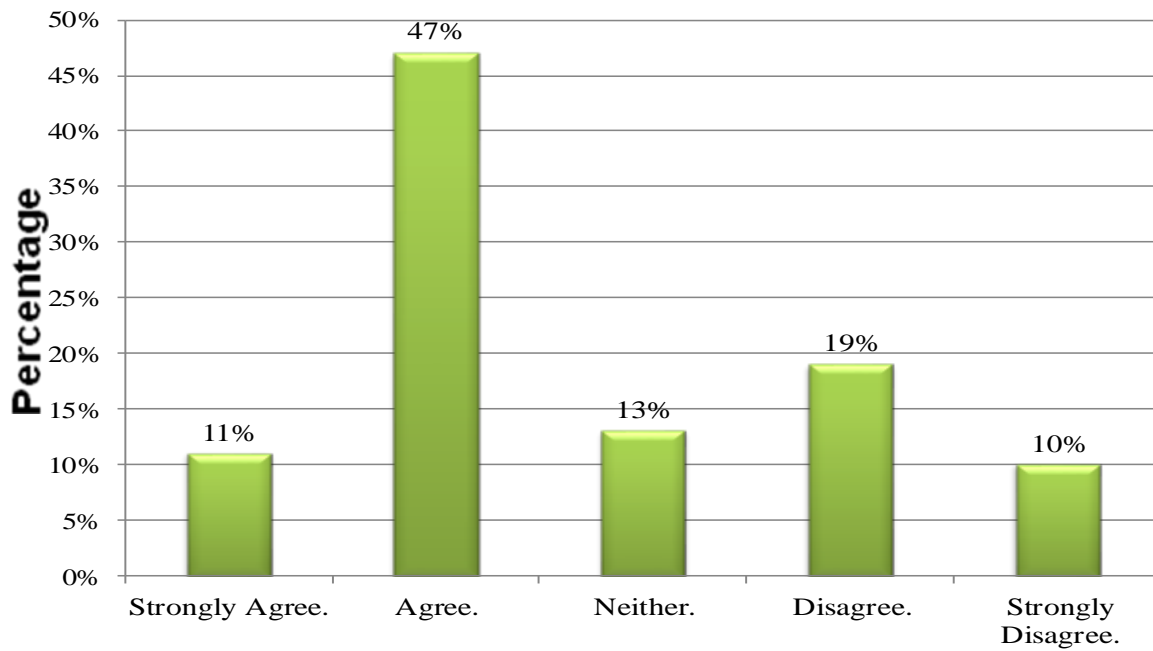


Figure 4.1 Work a wonderful place to come to

Figure 4.1 shows that 29% (19% disagree and 10 % strongly disagree) of the employees felt that their managers were not making work a wonderful place to come to; and 13% chose not to comment. The survey is an indication that a total of 42% of employees felt that managers were not making work a wonderful place to come to.

4.3.2 Promotions

A survey question testing the employees' opinions of the promotions within the company was developed. Only 43% of respondents believed that the company was promoting people who were doing their jobs well.

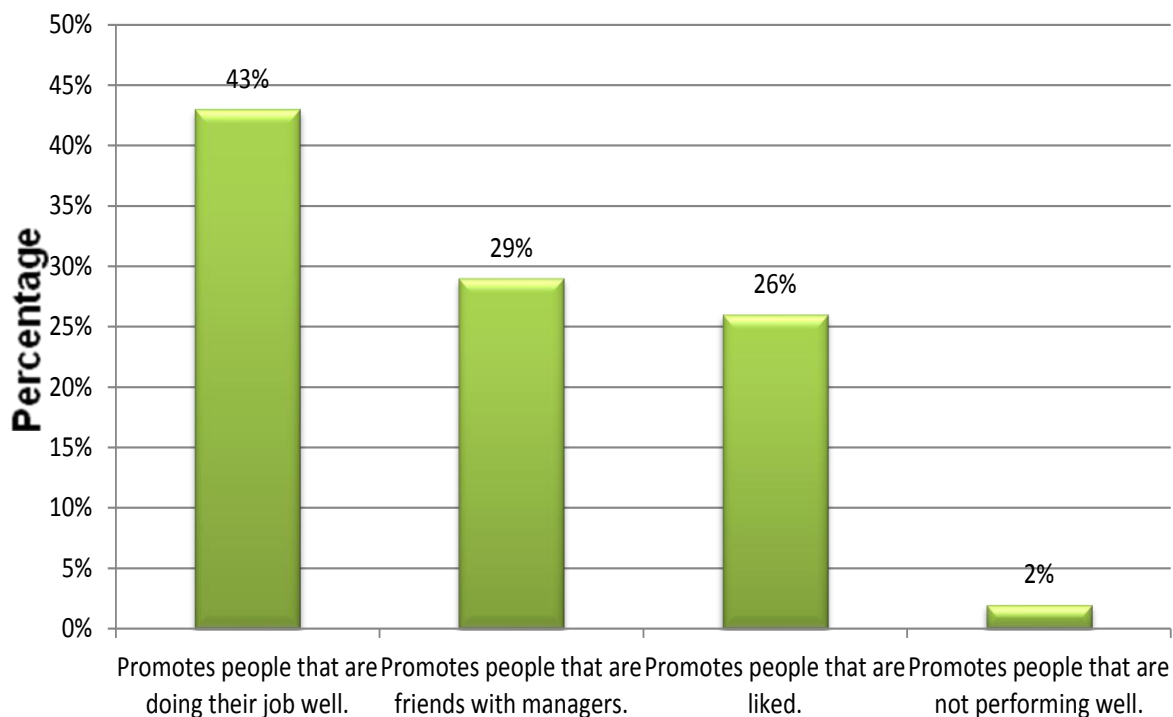


Figure 4.2 Promotions in the company

In Figure 4.2, although 43% of staff stated that the company was promoting employees who were doing their job well, according to the survey, a total of 57% stated that the company was also promoting employees who were either friends of the manager, liked by the company, or not performing well. This is an indication that the majority (57%) of staff believed that the promotions within the company are not genuine and transparent promotions.

4.3.3 Is the work challenging or enjoyable?

Employees' belief of the tasks that they performed in the company was also tested. This included discovering whether the level of work was challenging, boring, stressful, or enjoyable. Gray (2001) stated that, for most of the workers, work is a primary source of satisfaction and fulfilment. Managers who wish to create this satisfaction and fulfilment will strive in their interaction with employees to create an engaging and integrating climate. The results for this are presented in Figure 4.3.

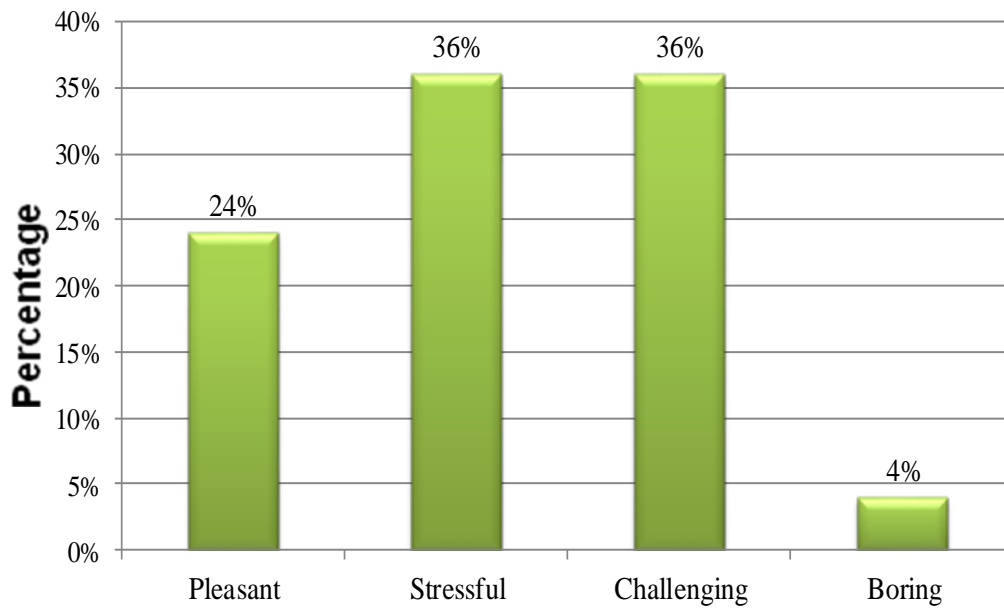


Figure 4.3 Working environment

Only a minority (24%) felt that the work environment at Umongi was pleasant. An overwhelming majority (76%) felt that the work environment was either stressful (36%), challenging (36%) or boring (4%). It is evident that a majority of staff felt that the working environment was not pleasant.

4.3.4 Employees' Overall Happiness at Work

Figure 4.4 presents the employees' responses with regard to the happiness levels at work.

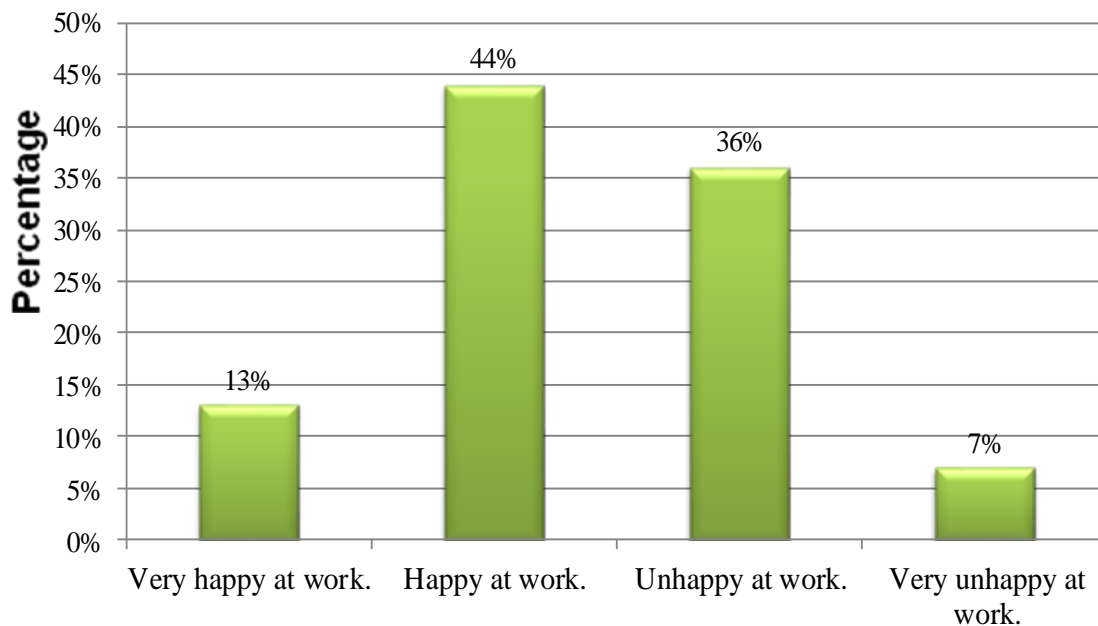


Figure 4.4 Working environment

Although employees find the company’s working environment stressful and challenging, overall 57% (13% very happy and 44% happy) were happy to work for the company.

4.3.5 Summary of the Prevailing Organisational Climate at Umongi Facilities Services

The results indicated that organisational climate at Umongi is not pleasant, as shown in Figure 4.3. Only 24% of the respondents indicated that they found the climate to be pleasant. Besides the low approval rate of the organisational climate in Table 4.2, a much higher percentage (58%) of respondents felt that the managers were trying their best to make the workplace a wonderful place to come to; and the managers’ efforts were on a par with the overall happiness of the workers, as indicated by 57% of employees in Table 4.2 who stated that they were overall either happy or very happy at work. Approval of the company’s promotion practises by the workers was rather low at 43%; and also leading to only 43% of the respondents saying that they would apply for promotion again.

Table 4.2 Summary of organisational climate

Organisational Climate						% with positive sentiments	
Q11. My manager tries to make work a wonderful place to come to.	N %	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	57.8%
		10 11.1%	42 46.7%	12 13.3%	17 18.9%	9 10%	
Q18. Company promotion practices (Who is promoted?)	N %	People doing their jobs well.	People not performing well.	People who are liked.	People who are friends with managers		43.3%
		39 43.3%	2 2.2%	23 25.6%	26 28.9%		
Q25. Will you apply for promotion again?	N %	Yes	No				42.9%
		15 42.9%	20 57.1%				
Q33. Working environment at Umongi is	N %	Pleasant	Stressful	Challenging	Boring		13.3%
		12 13.3%	40 44.4%	32 35.6%	6 6.7%		
Q34. Overall happiness at work	N %	Very happy at work	Happy at work	Unhappy at work.	Very unhappy at work		57.8%
		12 13.3%	40 44.4%	32 35.6%	6 6.7%		

As far as overall happiness is concerned, more than half of the respondents (58 %) indicated that they were either happy or very happy. This seemed to contradict the employees’ notion that the climate is unpleasant. There must be some other sources of this happiness than the working environment. The following sections will analyse the factors that could be affecting organisational climate, by testing for possible relationships between the identified possible factors and the organisational climate.

4.4 To Determine the Role of Leaders in Establishing an Organisational Climate at Umongi Facilities Services

Five survey questions were developed; the questions ranged from relationships which employees enjoyed with their managers, to support and recognition they received from their managers. The variables (questionnaire items) measuring organisational climate are listed in Table 4.2 above; while the variables outlining the roles of leaders are found in questions 5, 6, 7, 9, 10 and 32 in the questionnaire. These are summarized in Table 4.3 below. The effects of roles

of leaders on organizational climate were tested using chi-square tests; and are presented in Tables 4.4, 4.6, 4.7 and 4.8.

Table 4.3 Summary of role of leaders

Role of Leaders		A very warm relationship	A warm relationship	A cold relationship	A very cold relationship	% with positive sentiments
Q5. What sort of a relationship do you enjoy with your line manager?	N %	14 16%	50 55%	17 19%	9 10%	71%
Q6. Manager's support	N %	Supports me at all times 15 16.7%	Supports me most of the time 23 25.6%	Supports me some of the time 42 46.7%	Never supports me 10 11.1%	42.2%
Q7. Provisions by manager	N %	Provides me with advice and resources for doing my job. 24 26.7%	Provides me with advice on how to do my job. 25 27.8%	Issues instructions on how to do my job. 26 28.9%	Leaves me on my own to do my job without advice and or resources. 15 16.7%	54.4%
Q9. My manager's decision-making		Takes all decisions on his own 16 17.8%	Takes some of the decisions on his own. 27 30.0%	Includes all employees in decision-making. 28 31.1%	Includes favourite employees in decision-making. 19 21.1%	31.1%
Q10. My manager recognises my performance		All the time. 18 20.0%	Most of the time 22 24.4%	Some of the time 28 31.1%	Never 22 24.4%	44.4%
Q32. My manager makes work		Challenging but enjoyable. 16 17.8%	Enjoyable. 29 32.2%	Challenging and not enjoyable. 29 32.2%	Unenjoyable. 16 17.8%	50.0%

The summary table for the roles of leaders showed that, in general, the respondents were not highly impressed with the way in which their leaders treated them. Although most of the workers (71%) said that they had either a warm or a very warm relationship with their

managers, they scored much lower on managers' support; only 42% indicated that their managers supported them either all the time or most of the time. Management support is an important element of organisational climate (Acikgoz and Günsel, 2011). Only 54% of participants believed that their managers provided them with advice and resources, while 50% saw their managers as making their work enjoyable. It is evident that management and employees are working together.

4.4.1 Decision-making

This tested autonomous decision-making or the lack thereof, and uncertainty about decisions and ideas that form the basis of the company's future strategic goals and retention of key contracts. The survey showed that only 31% felt that management included all employees in decision-making.

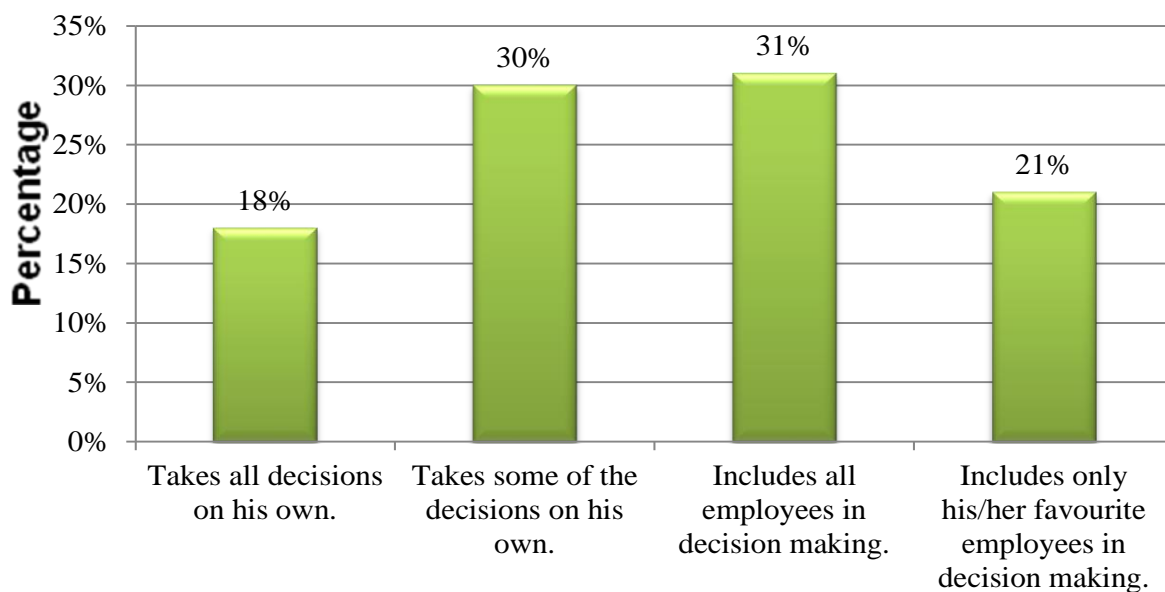


Figure 4.5 Company's decision-making process

Organizations should take steps which promote their organizational climate, so as to improve the quality of decision-making (Jones and George, 2009). According to Figure 4.5, employees felt that there was little involvement of employees by management in decision-making. A total of 69% of employees felt that decisions were not taken in the appropriate manner, which should

include all employees in decision-making.

4.4.2 The Effects of the Role of Leaders on the Promotion System

It is important to note the way in which the ratings of roles of leaders impacted on the organizational climate. In accomplishing this, chi-square tests were used, since the questionnaire items addressing organizational climate were categorical variables. The results for the analysis of the association between the role of leaders and the organization climate are presented in Table 4.4 below.

Table 4.4 Tests for association between role of leaders and promotion practices

Role of leaders		Q18. Promotion system in the company				Chi-square Test	
		Promotes people who are doing their jobs well.	Promotes people who are not performing well.	Promotes people who are liked.	Only promotes people who are friends with managers	chi-square (df)	p-value
Q5. Nature of relationship with manager	Warm/very warm	37	2	15	10	25.41 (3)	0.00*
	Cold/very cold	2	0	8	16		
Q6. Manager supports me	Most/all the time	25	1	9	3	17.83 (3)	0.00*
	Sometimes/never	14	1	14	23		
Q7. My manager provides me with	Advice and /or resources	30	1	10	8	14.95 (3)	0.00*
	Neither advice nor resources	9	1	13	18		
Q9. My manager makes decisions	All/unilaterally	15	0	13	15	4.92 (3)	0.18
	Includes all/some employees	24	2	10	11		
Q10. My manager recognises my work	All/most of the time	28	1	8	3	24,11 (3)	0.00*
	Sometimes /never	11	1	15	23		
Q32. My manager makes my work enjoyable	Enjoyable	31	1	7	6	24.63 (3)	0.00*
	Not enjoyable	8	1	16	20		

*significant at 0.05

According to the results in Table 4.4 above, the way the promotion process was perceived in the company was significantly associated with the role of leadership (all p-values<0.05),

except for whether the manager involved some or all workers in decision-making (chi-square=4.92, df=3, p-value=0.18). Those who were positive about the role of leaders in the company were also satisfied with the way in which promotions were conducted within the company. The nature of the relationship between leaders and workers was significantly associated with the way in which the workers viewed promotion within the company (chi-square=25.41, df=3, p-value=0.00). Managers' support was also significantly related to the way in which promotion was perceived in the company (chi-square=17.83, df=3, p-value=0.00). Provisions from the manager (support and resources) were also significantly associated with the approval of the promotion system (chi-square=14.96, df=3, p-value=0.00). Recognition was also significantly associated with promotion (chi-square=24.11, df=3, p-value=0.00) and lastly, whether the manager made the working environment enjoyable or not was also significantly associated with positive attitudes towards the promotion system (chi-square=24.63, df=3, p-value=0.00).

According to Jones and George (2009), leadership is a key contributor to organizational climate; and when leaders are effective, their subordinates will be motivated. Promotion in the company was closely linked to the role of leaders. Employees who viewed their managers as playing their roles positively also viewed the promotion process positively. The survey indicated that employees viewed the role of their managers as critical to the company's promotion system with all p-values < 0.05. Where the role of leaders was negatively viewed by the employees, the promotion system was also viewed negatively and was not in the best interests of the employees.

4.4.3 Performance recognition

Table 4.5 shows whether there was a relationship with employees having a warmer relationship with management, and with performance recognition.

Table 4.5 Performance recognition and employees’ relationship with management

Performance Recognition						
Relationship with Manger		Always	Mostly	Sometimes	Never	Total
	Very warm	8	6	1	1	16%
	Warm	12	13	24	6	55%
	Cold	0	6	4	9	19%
	Very cold	0	0	1	9	10%
	Total	20%	25%	30%	25%	100%

n = 90

$\chi^2 = 46.26$

p = 0.00

In Table 4.5, the employees’ relationship with management and performance recognition was tested, resulting in a p-value of nought. This involved testing the employees’ opinions of the relationship which they shared with their respective managers and on performance recognition.

Because p-value=0.00, it is evident that there was a relationship between the regularity of performance recognition received by employees and the kind of relationship they enjoyed with management. It is evident that the employees who had a warm relationship received performance recognition sometimes, mostly, or always. According to Kreitner and Kinicki (2008), workers want organizational leaders to create feelings within employees’ minds that what they do at work is important and meaningful. In creating a sense of unity, and so as to encourage employees to treat each other with respect, therefore working together in achieving organizational goals, management should strive to create an environment in which the entire population of the company feels that they are given instructions, advice and resources with which to do their jobs.

4.4.4 The effects of the role of leaders on the decision to apply for promotion

Table 4.6 tested the association between the role of leaders and the employees’ decision to apply for promotion. According to the data analysis there was no significant association between these variables.

Table 4.6 Tests for association between roles of leaders and decision to apply for promotion

Roles of leaders		Q25. Will you apply for promotion again?		Chi-square Test	
		Yes	No	Chi-square (df)	p-value
Q5. Nature of relationship with manager	1 Warm/very warm	11	11	1.23 (1)	0.27
	2 Cold/very cold	4	9		
Q6. Manager supports me	1 Most/all the time	6	6	0.38 (1)	0.54
	2 Sometimes/never	9	14		
Q7. My manager provides me with	1 Advice and/or resources	8	8	0.62 (1)	0.43
	2 Neither advice nor resources	7	12		
Q9. My manager makes decisions	1 All/some on his own.	9	12	0.00 (1)	1.00
	2 Includes all/some employees	6	8		
Q10. My manager recognises my work	1 All/most of the time	8	6	1.94 (1)	0.16
	2 Sometimes /never	7	14		
Q32. My manager makes my work enjoyable	1 Enjoyable	8	5	2.947 (1)	0.086
	2 Not enjoyable	7	15		

*significant at 0.05

Table 4.6 showed that there was no significant association between the role of leaders and the decision by workers to apply for promotion (all p-values > 0.05). This meant that, whether or not one was satisfied by the way in which managers were treating them, their decision to apply for promotion was unaffected by such treatment. Therefore, employees' decisions to apply for promotion had no relationship with the role of leaders.

4.4.5 Effects of the Role of Leaders on the Working Environment

The results in Table 4.7 showed that the nature of the relationship between the manager and the workers was not a significant factor affecting the working environment (chi-square=4.68, df=3, p-value= 0.2).

Table 4.7 Tests for association between role of leaders and working environment

Role of leaders		Q33. I believe that the work environment at Umongi is:				Chi-square Test	
		Pleasant.	Stressful.	Challenging	Boring	Chi-square (df)	p-value
Q5. Nature of relationship with manager	1 Warm/very warm	19	19	23	3	4.68 (3)	0.2
	2 Cold/very cold	3	13	9	1		
Q6. Manager supports me	1 Most/all the time	14	10	14	0	8.67 (3)	0.03*
	2 Sometimes/never	8	22	18	4		
Q9. My manager makes decisions	1 All/some unilaterally	19	14	17	3	2.18 (3)	0.54
	2 Includes all/some employees	13	18	15	1		
Q7. My Manager provides me with	1. Advice and or Resources	18	11	19	1	13.56 (3)	0.00*
	2.No Advice and or Resources	4	21	13	3		
Q10. My manager recognises my work	1 All/most of the time	18	10	12	0	18.53 (3)	0.00*
	2. Sometimes /never	4	22	20	4		
Q32. My manager makes my work	1. Enjoyable	19	6	20	0	30.14 (3)	0.00*
	2. Unenjoyable	3	26	12	4		

*significant at 0.05

Table 4.7 showed that, whether or not the manager involved all or some workers in decision-making, this did not impact on the way in which the working environment is perceived (chi-square=2.18, df=3, p-value= 0.54). However, all the other roles of leaders were significantly associated with the state of the working environment: manager’s support (chi-square=8.67, df=3, p-value= 0.03); work provisions (chi-square=13.56, df=3, p-value= 0.00); recognition (chi-square=18,53, df=3, p-value= 0.00); and whether or not the manager made work enjoyable (chi-square=30.14, df=3, p-value= 0.00). This implied that workers wanted to be treated fairly and professionally by their managers, without the need for a personal (warm) relationship with the manager.

4.4.6 The Effects of the Role of Leaders on Overall Happiness at Work

Although the existence of a warm relationship between the managers and workers was not a significant factor affecting the working environment, as shown in Table 4.7, it affected to a

certain extent the overall happiness of the workers (Table 4.8: chi-square=27.81, df=3, p-value= 0.00).

All the other roles of managers were also significantly related to the overall happiness of workers (all p-values <0.05) except the involvement by the manager, of either some or all workers in the decision-making (chi-square=6.36, df=3, p-value=0.1).

Table 4.8 Tests for association between role of leaders and happiness at work

Role of leaders		Q34. Overall, I am				Chi-square Test	
		Very happy at work	Happy at work	Unhappy at work.	Very unhappy at work	Chi-square (df)	p-value
Q5. Nature of relationship with manager	Warm/very warm	10	38	14	2	27.81 (3)	0.00*
	Cold/very cold	2	2	18	4		
Q6. Manager supports me	Most/all the time	8	24	6	0	19.73 (3)	0.00*
	Sometimes/never	4	16	26	6		
Q7. My manager provides me with	Advice and/or resources	10	32	6	1	34.46 (3)	0.00*
	Neither advice nor resources	2	8	26	5		
Q9. My manager makes decisions	all/some on his own.	2	22	15	4	6.36 (3)	0.1
	Includes all/some employees	10	18	17	2		
Q10. My manager recognises my work	All/most of the time	12	23	5	0	33.33 (3)	0.00*
	Sometimes/never	0	17	27	6		
Q32. My manager makes my work	Enjoyable	11	31	3	0	47.56 (3)	0.00*
	Unenjoyable	1	9	29	6		

*significant at 0.05

In general, the results revealed that overall happiness at work was dependent on whether the manager was playing his role well. A personal, warm relationship between the manager and workers may help as far as overall happiness at work was concerned, however, it did not make the working environment significantly more pleasant. Professional conduct by the manager in providing the necessary working environment made the working environment

pleasant. The decision to apply for promotion was not motivated by the manager's conduct. Whether or not the manager was playing his role, workers will either apply or fail to apply for promotion, regardless of the conduct of the manager/s. Employees felt that the company's work environment was a wonderful place to come to; they appreciated that employees' ideas were sought by the company, however, they were not happy that management took all decisions unilaterally. There was little involvement of staff in decision-making.

There was a level of unhappiness from the employees in the manner in which the company promoted people. Employees believed that the company promoted people who are doing their jobs well, however, employees were not discouraged from applying for promotion in the future.

4.5 Communication

The purpose of this objective was to determine the role of effective communication in establishing an organizational climate. This was aimed at eliciting the employees' beliefs on the way in which the company communicates with them. This included the effective management of communication, and the clarity of information from management. In achieving this objective, four questions were asked regarding employees' access to information and freedom of communication with management.

4.5.1 Seeking and Accepting Employees' Ideas

The question was aimed at determining whether the employees' ideas were sought by the company; and the extent to which employees' ideas were used by the company. The survey revealed that only 27% of employees felt that their ideas were always sought and taken seriously. According to Figure 4.7, there was a general feeling (73%) that employees' ideas were either sometimes or never sought.

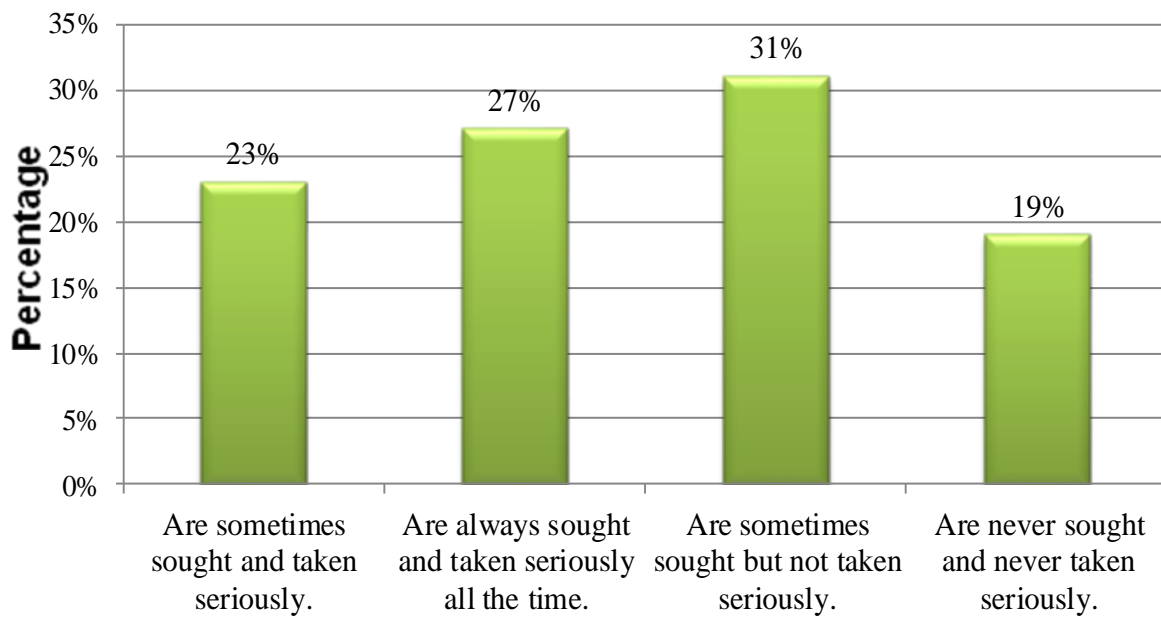


Figure 4.6 Company seeking employees' ideas

When people are included in the decision-making process, being recognized and rewarded for a good contribution, a positive climate is created (Worthington, 2012). According to the survey, only 27% of employees felt that their ideas were always sought and taken seriously. It is evident that employees felt that their contributions were not recognized; decisions were taken in an inappropriate manner.

4.5.2 Employees' Access to Information

Employees' access to information in carrying out their work was surveyed. The results of the survey are presented in Figure 4.7, below.

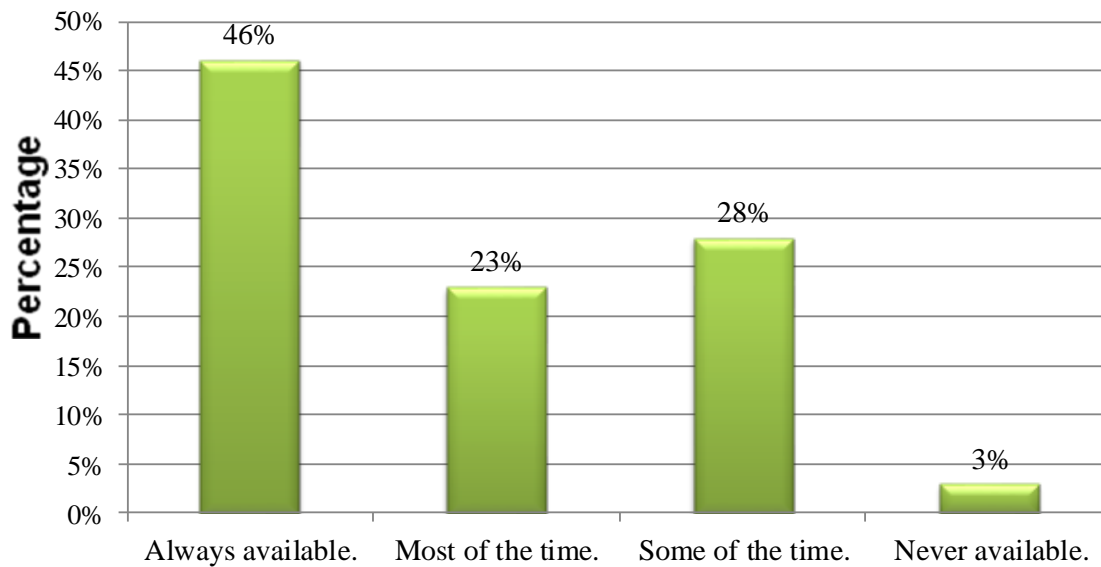


Figure 4.7 Employees' opinions of access to information

This survey question measured employees' opinions of the flow of information through the company's communication channels to all stakeholders and staff within the organization; and the extent to which employees have access to information. According to Ceyda and Sevic (2012), if employees have access to information; and if sincere relationships prevail within organizations, it may be said that a positive climate reigns. Figure 4.7 showed that only 46% of staff always had access to the information to do their work. According to Francis and Young (1995), creating an organizational climate requires access to information. There is a significant number of employees (54%) who have not always had access to information. Employees felt that access to information was either available most of the time, some of the time, or never. This contradicts the requirements for employees always to have access to information in order to create a positive climate.

4.5.3 Freedom to Talk to Supervisors and Managers

Employees' opinions of the freedom which they had to talk to their supervisors and managers were surveyed. Only a 56% majority of employees stated that they had the freedom to talk to all their managers and supervisors.

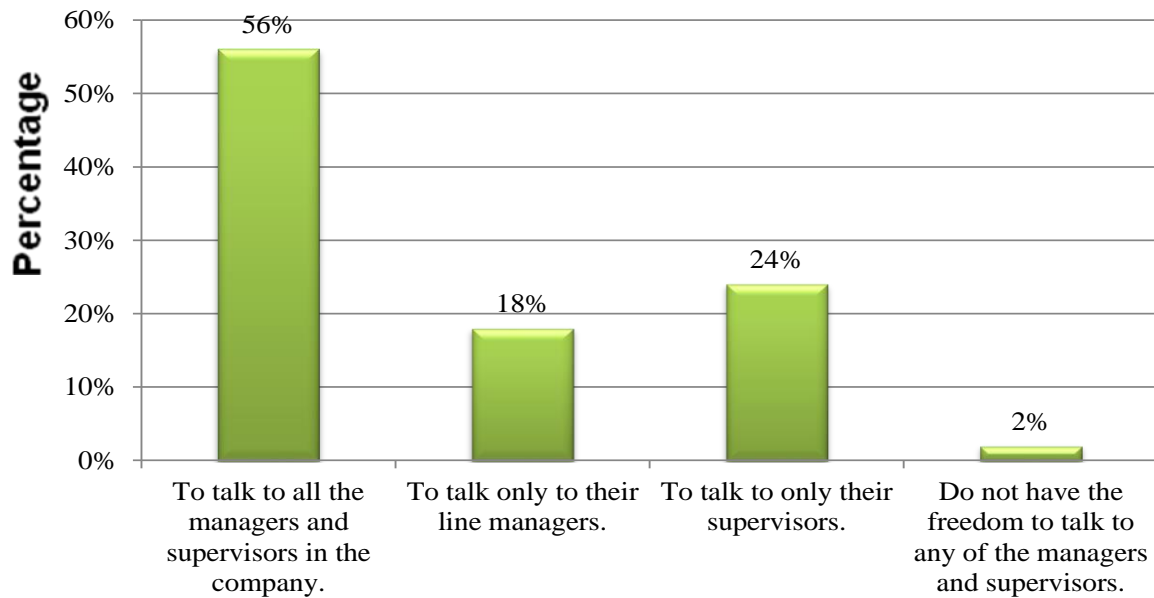


Figure 4.8 Employees' freedom to talk to managers and supervisors

Supervisory support and the freedom of subordinates to talk to superiors is an important element of organizational climate. In creating an organizational climate, supervisory support is considered necessary (Acikgoz and Günsel, 2011). It is evident from the research that a total of 44% of employees did not have the freedom and privilege to talk to the managers and supervisors. This is an indication of a lack of management and supervisory support.

4.5.4 Informing Staff about Important Developments in the Company

Employees' opinions of company's communicating important developments to employees were also measured. There was a 62% majority who felt that the company kept them informed about important developments in the company.

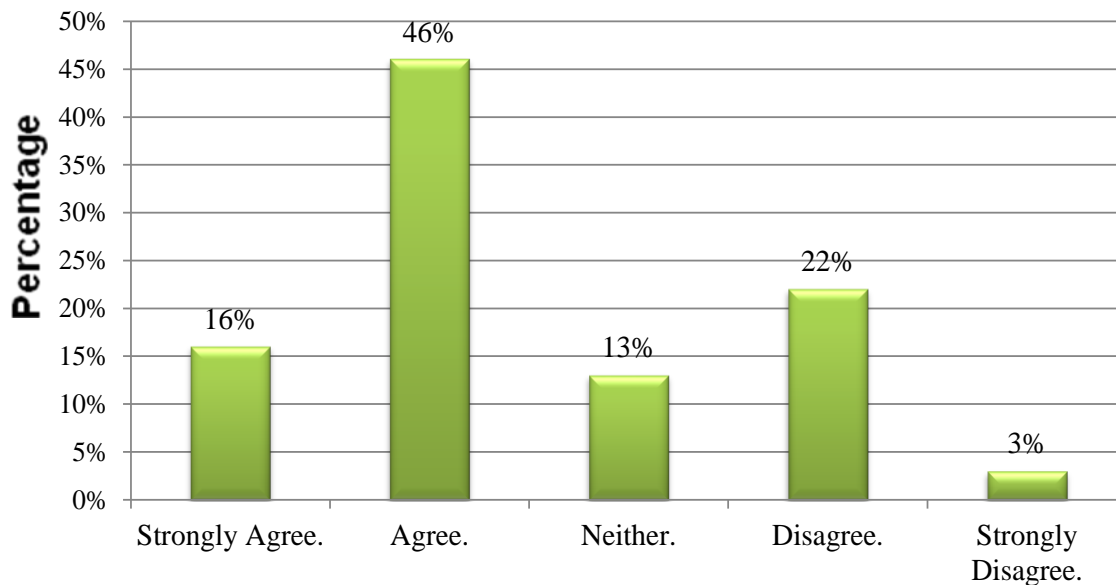


Figure 4.9 Staff's opinion of company communication important developments in the company

According to the survey, 62% (with 16% strongly agree and 46% agree) of employees agreed that they were kept informed about the important developments within the company. According to the data, a total of 25% disagreed and 13% chose not to comment. A good climate is often characterized by openness of communication channels (Arvidsson et al., 2006). It is evident that the majority was happy about the company's communication, however, the company must address the concerns of the 38% employees who were not happy about the company's communication of important developments in the company.

4.5.5 Summary of the Role of Communication in organizational Climate

The company was found to have effective communication in establishing organizational climate. Employees stated that they had access to information on their jobs; they were informed about important developments within the company; and they had the freedom to talk to both managers and supervisors. This included effective management of communication, and the clarity of communicating such information from management to employees.

The results in Table 4.9 indicated that confidence in the organizational promotion system was significantly affected by the following factors: whether employees' ideas are taken seriously by managers (chi-square=31.15 df=9, p-value=0.00); whether employees were kept informed about developments in the company (chi-square=35.31, df=12, p-value=0.00); and employees' freedom to talk to supervisors and managers (chi-square=34.88, df=9, p-value=0.00).

Table 4.9 Tests for association between effective communication and working environment

Effective Communication	Organisational Climate	Chi-square Test	
		chi-square(df)	p-value
Q26. Employees' ideas taken seriously, or not	Q18. Promotion system	31.15 (9)	0.00*
Q29. Access to information to do my work:	Q18. Promotion System	14.78 (9)	0.1
Q30. I am kept informed of important developments within the company.	Q18. Promotion system	35.31 (12)	0.00*
Q31. Employees have the freedom to talk to supervisors and managers	Q18. Promotion system	34.88 (9)	0.00*
Q26. Employees' ideas taken seriously, or not	Q25. Will you apply for promotion again?	9.57 (3)	0.02*
Q29. Access to information to do my work	Q25. Will you apply for promotion again?	5.94 (3)	0.12
Q30. I am kept informed of important developments within the company.	Q25. Will you apply for promotion again?	10.72 (4)	0.03*
Q31. Employees have the freedom to talk to supervisors and managers	Q25. Will you apply for promotion again?	5.74 (3)	0.13
Q26. Employees' ideas taken seriously or not	Q33. Work environment at Umongi	20.80 (9)	0.01*
Q29. Access to information to do my work	Q33. Work environment at Umongi	27.93 (9)	0.00*
Q30. I am kept informed of important developments within the company.	Q33. Work environment at Umongi	28.82 (12)	0.00*
Q31. Employees have the freedom to talk to supervisors and managers	Q33. Work environment at Umongi	17.29 (9)	0.04*
Q26. Employees' ideas taken seriously, or not	Q34. Overall happiness at work	34.95 (9)	0.00*
Q29. Access to information to do my work	Q34. Overall happiness at work	24.25 (9)	0.00*
Q30. I am kept informed of important developments within the company.	Q34. Overall happiness at work	55.06 (12)	0.00*
Q31. Employees have the freedom to talk to supervisors and managers	Q34. Overall happiness at work	23.96 (9)	0.00*

*significant at 0.05

Access to information to do one's work was neither significantly associated with employees' confidence in the promotion system (chi-square=14.78, df=9, p-value=0.00) nor with the decision to apply for promotion. Access to information to do one's work was not significantly

associated with employees' confidence in the promotion system (chi-square=5.94, df=3, p-value=0.16).

Employees' freedom to talk to supervisors or managers did not have an effect on the decision to apply for promotion again (chi-square=5.74, df=3, p-value=0.13). The working environment and overall happiness of workers was significantly influenced by the four measures of communication outlined in Table 4.9 (all p-values<0.05). Employees wanted their ideas to be sought after and taken seriously. They wanted access to information to do their job and to be kept informed of important developments within the company. The survey also revealed that employees wanted to have the freedom to talk to managers and supervisors.

As an overall assessment of the effects of communication on environmental climate, it is evident that confidence in the promotion system and the decision to apply for promotion did not significantly depend on access to information to do one's work, but by direct communication between employees and managers/supervisors. This involved employees being taken seriously and being kept informed of developments within the company.

It may be said in general that promotion issues did not fully depend on all effective communication concerns, however, the overall work environment and happiness requires that all matters dealing with effective communication be taken seriously by management.

4.6 Rules, Policies, and Procedures

This objective sought to determine the way in which the rules, policies, and procedures affected organizational climate. In order to achieve this objective, five questions were developed and answered by the employees. The questions ranged from the rules of the company to the way in which the employees saw the implementation of these rules, policies, and procedures; and the effect which they have on the organizational climate.

4.6.1 Management's Description by Employees

A question was developed asking the employees' opinion of their managers. The question was designed to establish the way in which employees would describe their managers, in terms of being firm and fair.

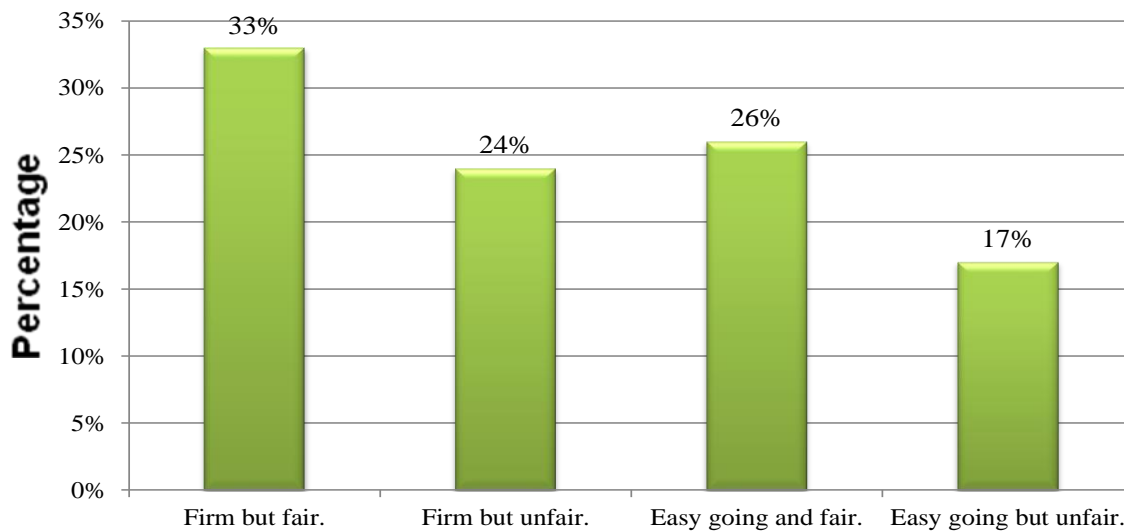


Figure 4.10 Employees' opinion of their managers

Figure 4.10 indicated that only 33% of employees believed that their managers were firm but fair. There is an overwhelming total majority (67%) of employees who felt that management was firm but unfair (24%), easy-going and fair (26%) or easy-going but unfair (17%).

4.6.2 Company's Rules are Strict or Lenient?

Figure 4.11 showed that an overwhelming total majority (80%) of staff felt that the company rules were either strict or very strict; and 20% stated that the rules were either lenient or very lenient.

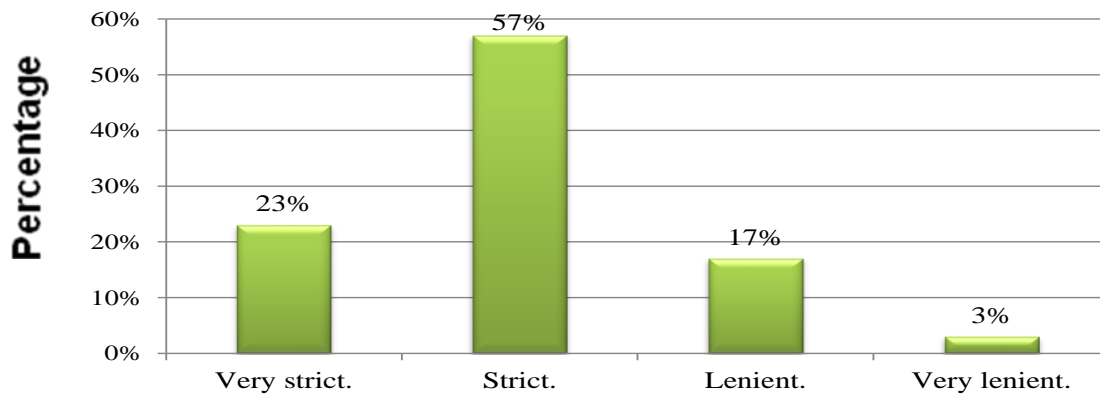


Figure 4.11 Company rules are strict or lenient

It is evident that employees felt that the company rules were strict; offering little room for leniency. Management should guard against creating an environment in which the company focuses on a hierarchy of authorities, and not on keeping employees motivated (Ahmed, 1998).

4.6.3 The Company Rules and the Employees' Contentment

The employees' contentment or discontentment with the company rules was also tested. The data presented in Figure 4.12 showed that 54% of employees were content with the rules.

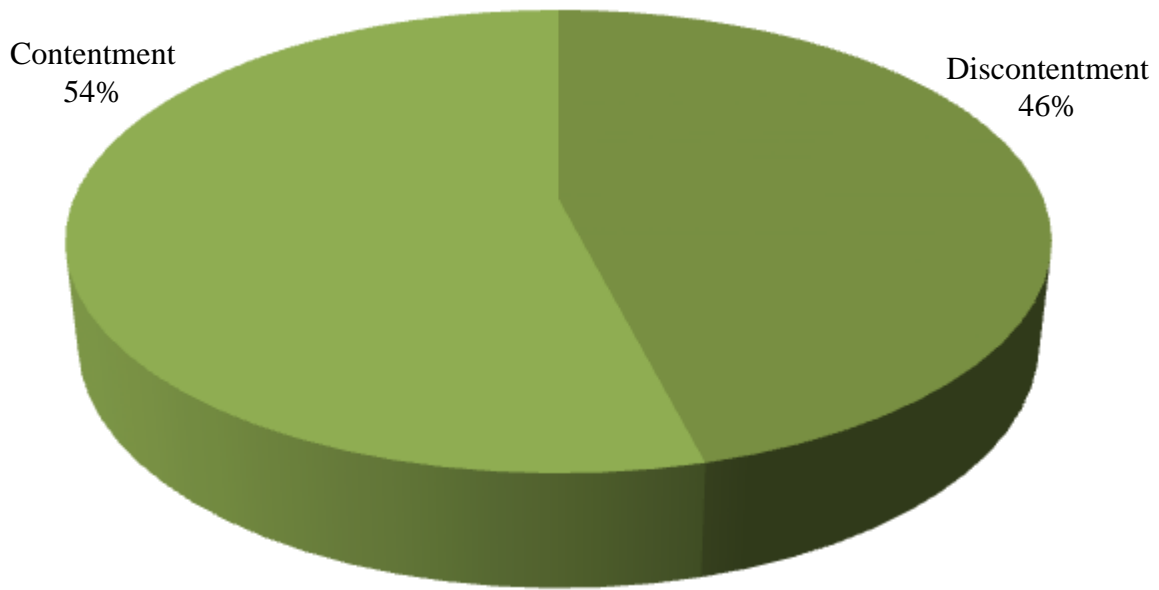


Figure 4.12 Company rules are a source either of contentment or discontentment

While there was a majority feeling from the employees (80%) that the company rules were strict, in Figure 4.12, 54% of staff stated that these rules were also a source of contentment; while 46% stated that the company rules were a source of discontent. A cross tabulation was created to test whether there was any relationship between the rules of the company being strict and the level of contentment that the employees held. In essence, the cross tabulation tested whether there was an association between the company rules and employees' level of contentment. The results are presented in Table 4.10.

Table 4.10 Cross tabulation between company rules and staff's contentment

Company Rules	A source of contentment?			Total
	Yes	No		
Strict	46	34		80%
Lenient	9	11		20%
Total	55%	45%		100%

n = 90

$X^2 = 4.90$

p = 0.18

Table 4.10 with a p-value of 0.18 indicated that there is no relationship between the company rules and contentment of staff. This showed that the company rules were not the cause of staff discontentment; there could be other factors creating some level of discontentment for the employees. However, what is noteworthy is that 46% of employees who felt that the rules were strict were nevertheless content with these rules. Figure 4.13 showed that the majority of employees felt that the company rules created a stressful working environment.

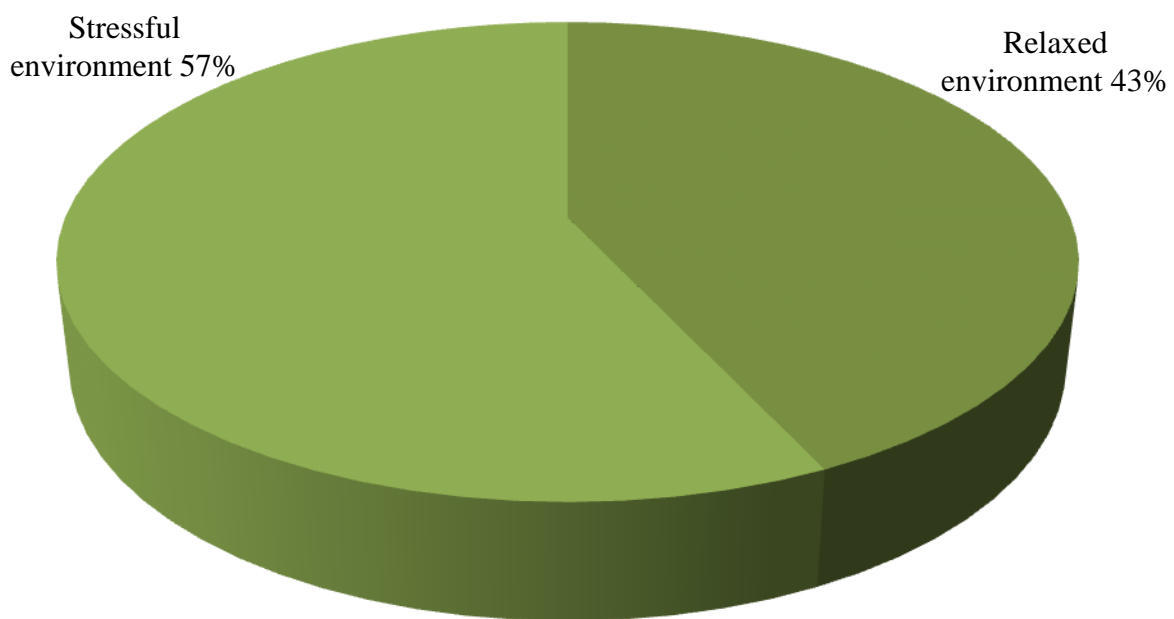


Figure 4.13 Company rules with regard to working environment

According to the data in Figure 4.13, there were 57% of the employees who stated that the company rules, policies and procedures created a stressful environment; while 43% believed that these rules, policies and procedures created a relaxed environment. The employees' perceptions of the work environment create an organizational climate (Robbins *et al.* (2009). It is evident that the majority of the employees were not happy with the company rules.

4.6.4 Application of the Rules

According to the survey, 90% of employees felt that the rules were applied consistently, either all

the time, some of the time, or most of the time; only 10% felt that the rules are never applied.

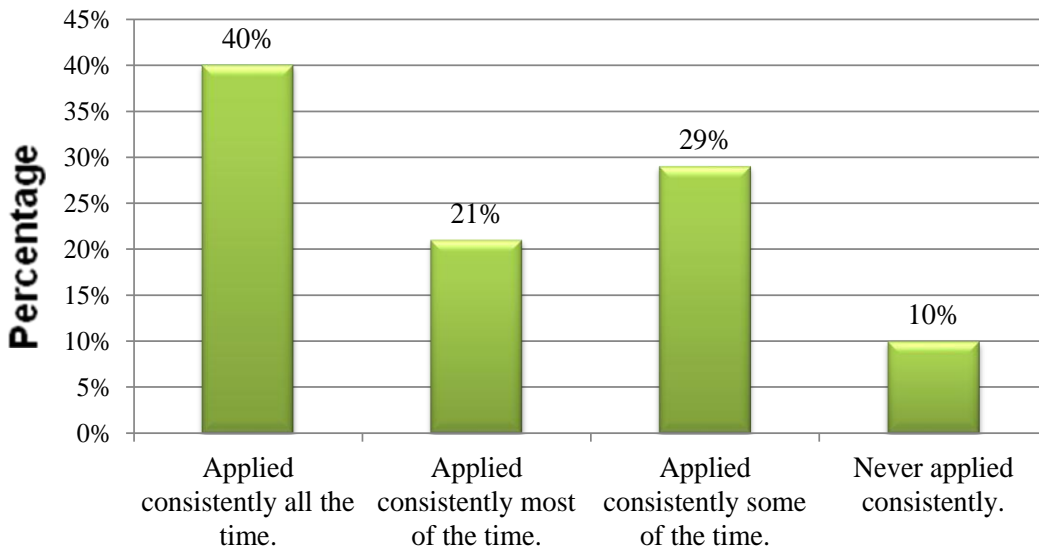


Figure 4.14 Employees’ opinions of the application of the company’s rules

Figure 4.14 show that only 10% of the employees felt the rules, policies, and procedures were never applied; while 90% felt that they were applied, with 40% stating that they were consistently applied. According to the survey, there was some inconsistency in the application of the rules; 21% of employees felt that the rules were applied consistently most of the time; and 29% felt that the rules were applied consistently some of the time. It is evident that 60% of employees were not happy with the inconsistency in application of the rules, policies, and procedures. A positive organisational climate would show the majority of employees feeling that the rules were applied consistently all the time.

4.6.5 Impact of the Rules, Policies and Procedures on Organisational Climate

Company rules, policies, and procedures in this study measured the manager’s firmness and fairness; leniency or strictness of the rules; whether the rules were stressful; whether the workers were content with the rules; whether the rules limited or promoted creativity; and how consistently these rules were applied.

Table 4.11 Tests for association between rules and organisational climate.

Rules, Policies and Procedures	Organisational Climate	Chi-square Test	
		chi-square(df)	p-value
Q8. Manager's firmness/fairness	Q18. Promotion system	21.47 (9)	0.01*
Q12. Nature of the company's rules (strict/lenient)	Q18. Promotion system	12.38 (9)	0.19
Q13. The company's rules limit/promote creativity	Q18. Promotion system	13.48 (3)	0.00*
Q35. The company's rules create stressful/relaxed environment	Q18. Promotion system	9.76 (3)	0.02*
Q36. The company's rules are a source of discontentment/contentment	Q18. Promotion system	6.35 (3)	0.1
Q14. The company's rules are applied consistently/inconsistently	Q18. Promotion system	23.15 (9)	0.01*
Q8. Manager's firmness/fairness	Q25. Will you apply for promotion again?	1.03 (3)	0.79
Q12. Nature of the company's rules (strict/lenient)	Q25. Will you apply for promotion again?	1.56 (3)	0.67
Q13a. The company's rules limit/promote creativity	Q25. Will you apply for promotion again?	1.79 (1)	0.18
Q35. The company's rules create a stressful/relaxed environment	Q25. Will you apply for promotion again?	1.02 (1)	0.31
Q36. The company's rules are source of discontentment/contentment	Q25. Will you apply for promotion again?	1.17 (1)	0.28
Q14. The company's rules are applied consistently/inconsistently	Q25. Will you apply for promotion again?	2.40 (3)	0.49
Q8. Manager's firmness/fairness	Q33. Work environment at Umongi	16.88 (9)	0.05
Q12. Nature of the company's rules (strict/lenient)	Q33. Work environment at Umongi	10.89 (9)	0.28
Q13. The company's rules limit/promote creativity	Q33. Work environment at Umongi	4.92 (3)	0.18
Q35. The company's rules create a stressful/relaxed environment	Q33. Work environment at Umongi	21.95 (3)	0.00*
Q36. The company's rules are a source of discontentment/contentment	Q33. Work environment at Umongi	6.22 (3)	0.10
Q14. The company's rules are applied consistently/inconsistently	Q33. Work environment at Umongi	13.49 (9)	0.14
Q8. Manager's firmness/fairness	Q34. Overall happiness at work	26.98 (9)	0.00*
Q12. Nature of the company's rules (strict/lenient)	Q34. Overall happiness at work	25.30 (9)	0.00*
Q13. The company's rules limit/promote Creativity	Q34. Overall happiness at work	7.00 (3)	0.07
Q35. The company's rules create a stressful/relaxed environment	Q34. Overall happiness at work	16.09 (3)	0.00*
Q36. The company's rules are a source of discontentment/contentment	Q34. Overall happiness at work	11.00 (3)	0.01*
Q14. The company's rules are applied consistently/inconsistently	Q34. Overall happiness at work	18.30 (9)	0.03*

*significant at 0.05

Table 4.11 showed that overall happiness was significantly related to all of these descriptors of company rules, except whether the rules limited or promoted creativity (chi-square=7.00,

df=3, p-value=0.07). This meant that, as far as happiness at work was concerned, one did not have to work under rules which foster creativity, however rules should in general be friendly and reasonable. The decision to apply for promotion did not depend on the nature of the rules prevailing at the company (all p-values>0.05).

It is interesting to note that the overall work environment was significantly associated with the environment that the rules create (whether stressful or relaxed) (Chi-square=21.95, df=3, p-value=0.00). This meant that rules can be anything but stressful. Stressful rules lead to a negative working environment.

4.7 Individual Behaviour

According to Woods and West (2010), organisational climate emphasises the individual perception in that it reflects the employees' acquired opinions of that environment. The objective here was to determine the way in which organisational climate affected individual behaviour. In order to achieve this objective, questions were tested that ranged from the organisational decision-making to the creation of a wonderful place to work in.

4.7.1 Promotion

The survey had earlier on revealed that only 39% of employees had previously applied for promotion and 61% had never applied for promotion or positions that were senior to those of their current positions. From the research conducted the 57% employees who believed that the company promoted employees who were either the manager's friends, liked by the company, or not performing well, were of a similar percentage to the 61% who had never applied for promotion. This is an indication that there was some level of consistency in the research findings. Of the 39% of employees who had applied for promotion, 31% were promoted and 69% were not. Figure 4.15 shows the employees' opinions on why they were not promoted.



Figure 4.15 Employees opinions on reasons for not being promoted

The majority (70%) of the employees felt that they had not been promoted, the company did not value their contribution (33%), and 33% felt that only managers' friends were promoted. According to the survey, 30% of the respondents stated that they believed that they had not been promoted because they did not have either the work experience or the qualifications. This is an indication that the 70% employees that were not promoted they were not happy about the company's promotion.

While 69% of employees who applied for promotion had not been promoted, 57% stated that they would apply for promotion again; 43% said they would not apply for promotion again.

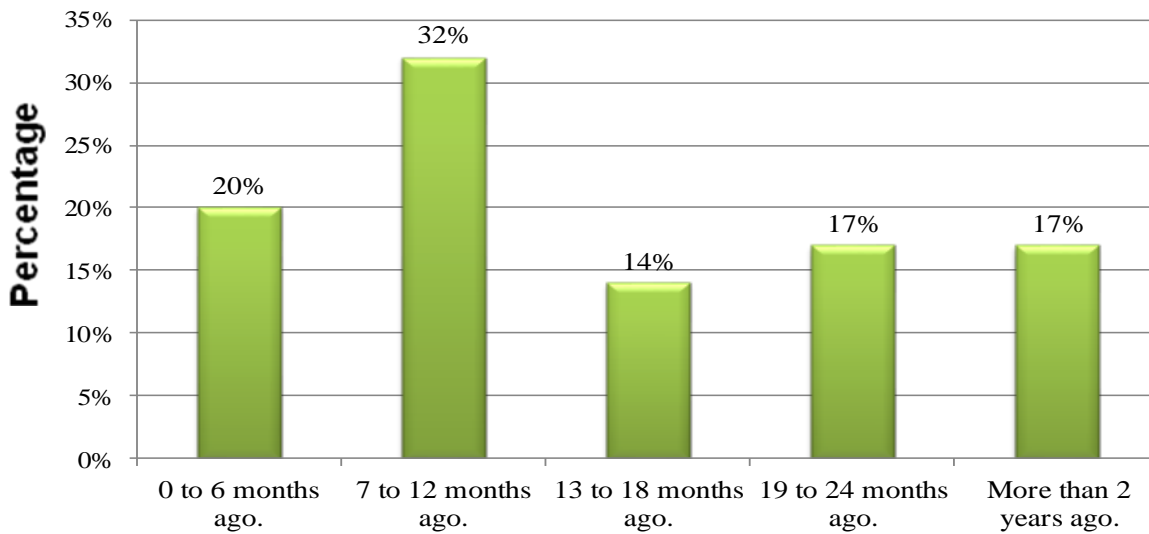


Figure 4.16 Period in which employee last applied for promotion

Figure 4.16 shows that 52% of employees last applied for promotion less than a year ago. The 52% of employees who last applied for promotion less than a year ago were of the same range of percentage of 50% to 59% as those (57%) who stated that they would apply for promotion again. The 49% who applied for promotion more than a year ago are of the same percentage range of 40% to 49% as those (43%) who stated that they would not apply for promotion again. This is an indication that there was an even spread of employees who still believed in the company's promotion policy and those who no longer do. Although there were employees who stated that they would either work hard to gain more experience, or study to improve their knowledge, in order to be eligible and considered for future promotions within the company. This is an indication of a declining organisational climate. Figure 4.17 showed that a total of 63% (25% demotivated and 38% no longer have confidence in the company) were experiencing a declining climate.

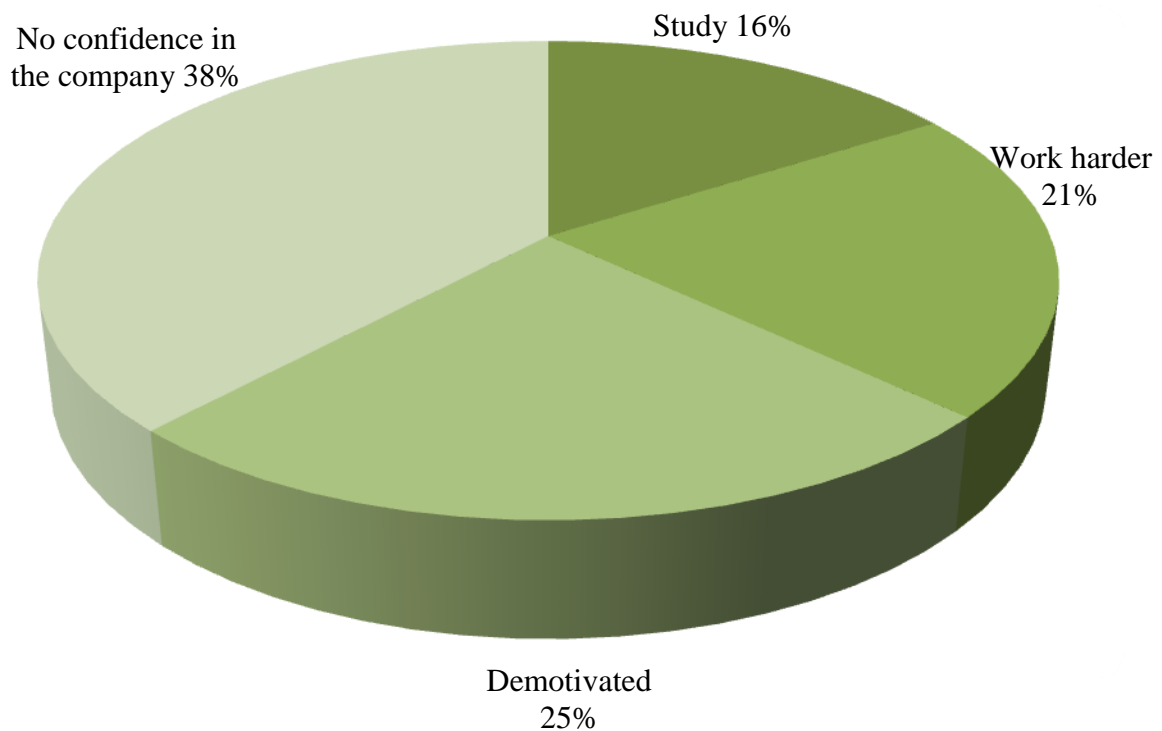


Figure 4.17 Employees’ feelings after they were declined promotion

Figure 4.17 showed that only 16% employees would further their studies and 21% would work harder in order to be eligible for future promotions. This is only a total minority of 37% employees who were not promoted who still believed in the company’s promotion system. An overwhelming majority (63%) was either demotivated or no longer had confidence in the company’s promotion system. This is an evidence of a negative organisational climate.

4.7.2 Seeking and Accepting Employees’ Ideas

This question attempted to determine whether employees’ ideas were sought by the company, and the extent to which employees’ ideas were used by the company. The survey revealed that only 27% of employees felt that their ideas were always sought and taken seriously. According to Figure 4.18, there was a general feeling (73%) that ideas were either sometimes or never sought.

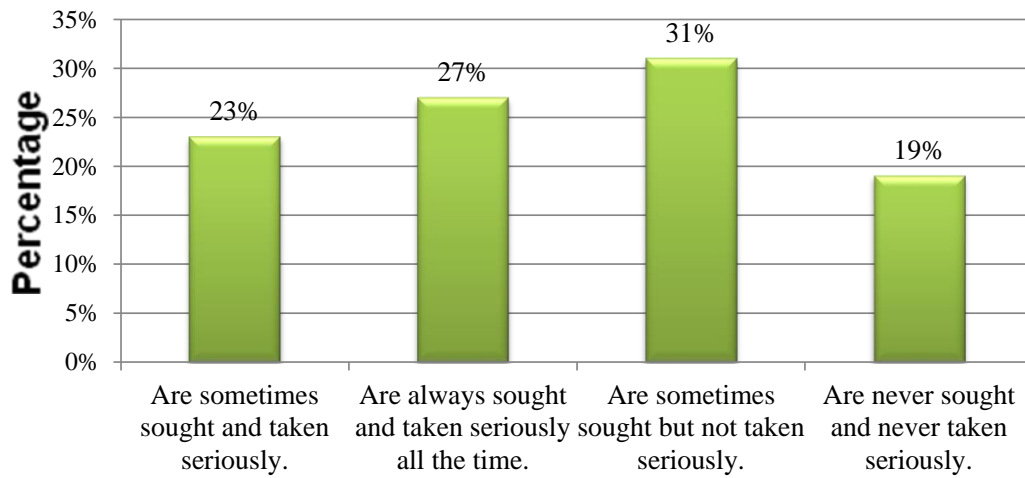


Figure 4.18 Company seeking employees' ideas

When people are included in the decision-making process, being recognised and rewarded for a good contribution, a positive climate is created (Worthington, 2012). According to the survey, only 27% of employees felt that their ideas were always sought and taken seriously. It is evident that the majority of employees (73%) felt that their contribution was not recognised, and decisions were taken in an inappropriate manner.

4.7.3 Summary of the Way in Which Organisational Climate Affected Individual Behaviour

According to the results in Table 4.12, only some aspects of organisational climate had a significant effect on individual behaviour. Here individual behaviour was measured by the workers' eagerness to apply for promotion, the impact of promotion on the workers, and whether the workers felt that their ideas were sought and taken seriously. These feelings of workers were tested against the organisational climate variables already summarised in Table 4.2.

Table 4.12 Tests for association between organisational climate and individual behaviour

Organisational Climate	Individual behaviour	Chi-square Test	
		chi-square(df)	p-value
Q18. Promotion system	Q19. Did you apply for promotion?	7.21 (3)	0.07
Q25. Will you apply for promotion again?	Q19. Did you apply for promotion?	-	-
Q33. Work environment at Umongi	Q19. Did you apply for promotion?	2.72 (3)	0.44
Q34. Overall happiness at work	Q19. Did you apply for promotion?	8.19 (3)	0.04*
Q18. Promotion system	Q21. How long ago applied for promotion?	4.47 (8)	0.81
Q25. Will you apply for promotion again?	Q21. How long ago applied for promotion?	2.44 (4)	0.66
Q33. Work environment at Umongi	Q21. How long ago applied for promotion?	9.29 (12)	0.69
Q34. Overall happiness at work	Q21. How long ago applied for promotion?	9.5 (12)	0.66
Q18. Promotion system	Q24. Impact of promotion	15.61 (6)	0.02*
Q25. Will you apply for promotion again?	Q24. Impact of promotion	6.13 (3)	0.12
Q33. Work environment at Umongi	Q24. Impact of promotion	8.17 (9)	0.52
Q34. Overall happiness at work	Q24. Impact of promotion	11.15 (9)	0.27
Q18. Promotion system	Q26. Employees' ideas sought and taken seriously?	31.15 (9)	0.00*
Q25. Will you apply for promotion again?	Q26. Employees' ideas sought and taken seriously?	9.567 (3)	0.02*
Q33. Work environment at Umongi	Q26. Employees' ideas sought and taken seriously?	20.81 (9)	0.01*
Q34. Overall happiness at work	Q26. Employees' ideas sought and taken seriously?	34.95 (9)	0.00*

*significant at 0.05

All four organisational climate variables were significantly associated with the way in which employees felt about contributing ideas to management. Overall happiness of employees was associated with whether they had applied for promotion in the past (chi-square=8.19, df=3, p-value=0.04). The impact of promotion on the employees was also dependent on their view of the promotion system (chi-square=15.61, df=6, p-value=0.02). In summary, the results presented in Table 4.10 showed that, while organisational climate affected individual behaviour to a lesser extent as far as promotion issues were concerned, there was an overwhelming effect of organisational climate on the way in which employees viewed themselves as being appreciated and valued, hence having their ideas taken seriously.

4.8 Physical Environment

In order to achieve this objective, five questions were developed, ranging from the cleanliness of the working environment to physical appearance and safety. According to Gray (2001), poor

climate levels are harmful to physical and psychological health and well-being of employees.

4.8.1 Cleanliness of the Physical Work Environment

The cleanliness of the physical work environment was tested. An overwhelming total majority of 96% (41% stated that this was very clean, and 55% said that this was clean) stated that the environment was clean.

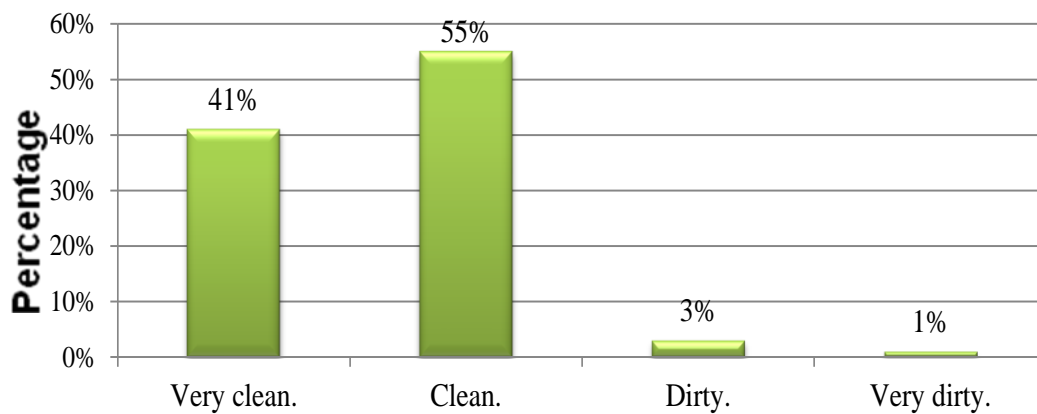


Figure 4.19 Cleanliness of physical environment

Answers to this question ranged from very clean to very dirty. When assessing the aspects of organisational climate, it was evident that the working environment at Umongi was significantly associated with whether the environment was clean or dirty (p-value = 0.05) in Table 4.12.

4.8.2 Appeal of the Physical Work Environment

The physical attraction and appeal of the physical work environment was tested and an overwhelming majority of 83% stated that the environment was appealing.

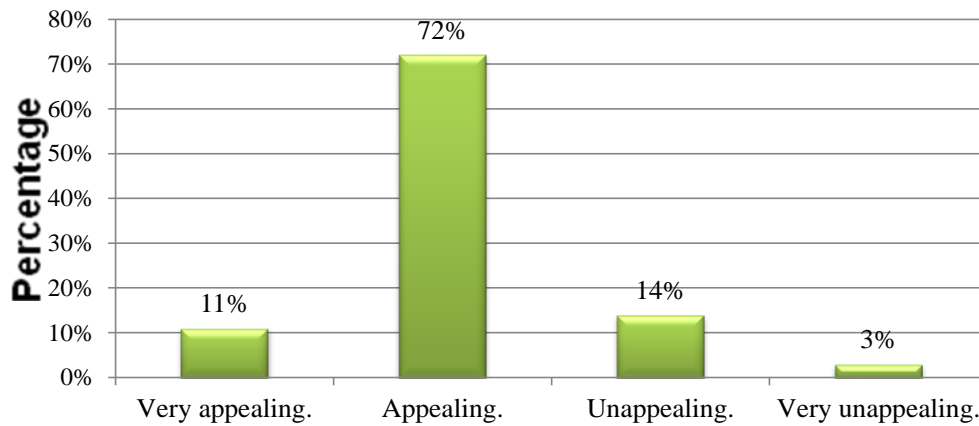


Figure 4.20 Work physical appearances

Answers to this question ranged from very appealing to very unappealing. There was a majority feeling that the physical work environment was appealing. In Figure 4.20, a total of 83% (11% very appealing and 72% appealing) stated that the physical work environment was appealing with 17% (14% unappealing and 3% very unappealing) who stated that it was unappealing.

4.8.3 Hygiene of the Physical Work Environment

Employees' opinions of the hygiene of the physical work environment were also surveyed. There was a majority feeling that the physical work environment was healthy.

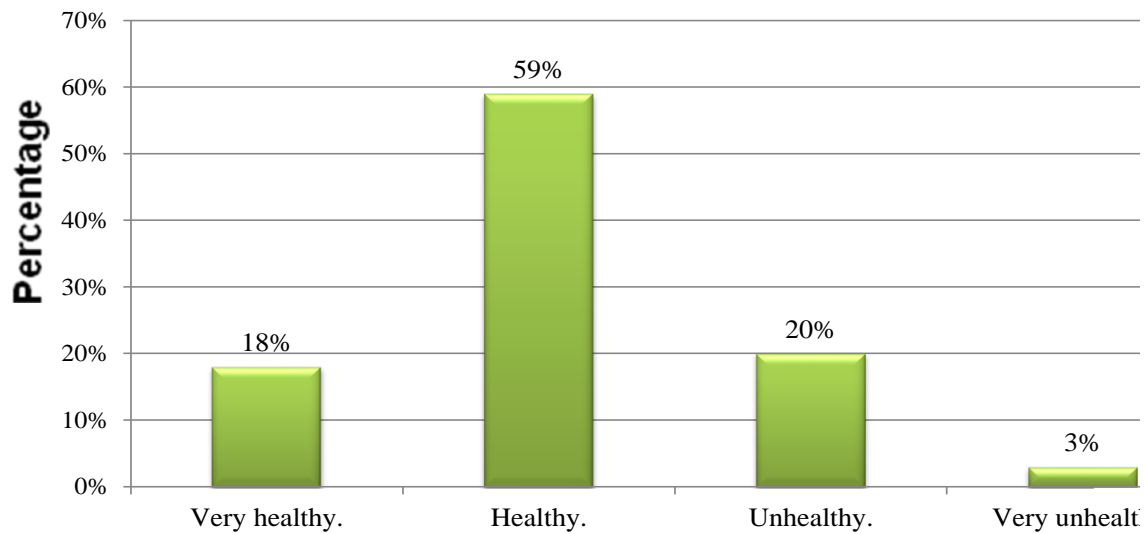


Figure 4.21 Hygiene of the physical work environment

A total of 77% (18% very clean and 59% clean) stated that work environment was healthy; with 23% (20% unhealthy and 3% very unhealthy) stating that it was unhealthy. It is evident that the majority of employees felt that the physical work environment was healthy.

4.8.4 Safety of Employees at Work

There was a majority feeling of 71% (14% felt very safe and 57% safe) employees who felt safe at work and 29% (21% felt unsafe and 8% very unhappy) felt unsafe at work.

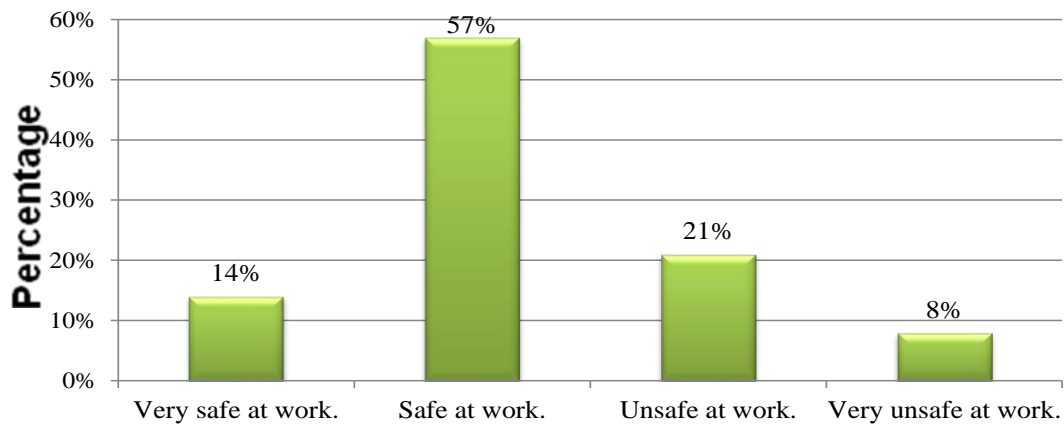


Figure 4.22 Employees' opinion of the safety of the work environment

While there was a 72% general consensus that the work environment was safe, employees were also asked to state reasons for feeling unsafe at work. Figure 4.23 presents some of the reasons for employees feeling unsafe at work. The majority (57%) of the employees were concerned about contracting opportunistic diseases.

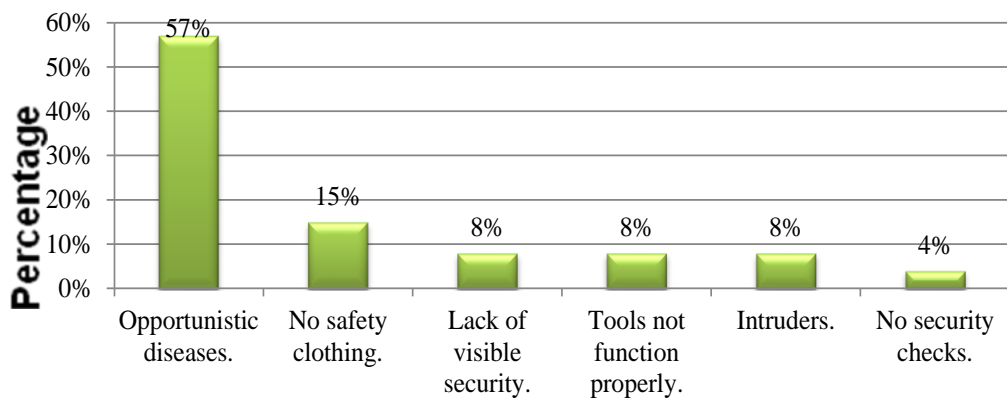


Figure 4.23 Reasons for feeling unsafe at work

According to Figure 4.23 there was a majority (57%) feeling that employees were exposed to

opportunistic diseases and 15% felt that there was no safety clothing. The majority of the employees were concerned about getting opportunistic diseases and not having safety clothing. This is an indication of an organisation that is exposed to the risk of health and safety issues.

4.8.5 Summary of the Physical Environment, and Whether it Affected the Organisational Climate

Table 4.13 presents the chi-square tests' summary for the effects of physical environment on organisational climate.

The decision to re-apply for promotion was not significantly affected by the role of leaders in an organisation (as shown in Table 4.6). It showed that it was non-responsive to the physical environment as well as all tests for questions 15, 16, 17, 27 and 28 versus question 25 had p-values > 0.05. Trust in the promotion system or lack thereof was associated with whether the physical working environment was healthy (chi-square=19.21, df=9, p-value=0.02); and whether one felt safe or unsafe at work (chi-square=22.11, df=9, p-value=0.01).

Table 4.13 Tests for association between organisational climate and individual behaviour

Physical environment	Organisational Climate	Chi-square Test	
		chi-square(df)	p-value
Q15. The physical work environment is clean/dirty?	Q18. Promotion system	8.82 (9)	0.45
Q16. The physical work environment is healthy/unhealthy?	Q18. Promotion system	19.21 (9)	0.02*
Q17. The work physical environment is appealing/unappealing?	Q18. Promotion system	16.67 (9)	0.05
Q27. I feel safe/unsafe at work	Q18. Promotion system	22.11 (9)	0.01*
Q28. Nature of safety (tools, clothing, health, security)	Q18. Promotion system	12.72 (10)	0.24
Q15. The physical work environment is clean/dirty?	Q25. Will you apply for promotion again?	1.85 (2)	0.4
Q16. The physical work environment is healthy/unhealthy?	Q25. Will you apply for promotion again?	3.18 (3)	0.37
Q17. The physical work environment is appealing/unappealing?	Q25. Will you apply for promotion again?	3.47 (3)	0.33
Q27. I feel safe/unsafe at work	Q25. Will you apply for promotion again?	3.35 (3)	0.34
Q28. Nature of safety (tools, clothing, health, security)	Q25. Will you apply for promotion again?	1.42 (3)	0.70
Q15. The physical work environment is clean/dirty?	Q33. Work environment at Umongi	17.12 (9)	0.047*
Q16. The physical work environment is healthy/unhealthy?	Q33. Work environment at Umongi	16.19 (9)	0.06
Q17. The physical work environment is appealing/unappealing?	Q33. Work environment at Umongi	14.78 (9)	0.1
Q27. I feel safe/unsafe at work	Q33. Work environment at Umongi	27.35 (9)	0.00*
Q28. Nature of safety (tools, clothing, health, security)	Q33. Work environment at Umongi	7.98 (15)	0.93
Q15. The physical work environment is clean/dirty?	Q34. Overall happiness at work	16.87 (9)	0.05
Q16. The physical work environment is healthy/unhealthy?	Q34. Overall happiness at work	17.52 (9)	0.04
Q17. The physical work environment is appealing/unappealing?	Q34. Overall happiness at work	13.46 (9)	0.14
Q27. I feel safe/unsafe at work	Q34. Overall happiness at work	44.9 (9)	0.00*
Q28. Nature of safety (tools, clothing, health, security)	Q34. Overall happiness at work	16.51 (15)	0.35

*significant at 0.05

The perception of the working environment at Umongi was significantly associated with whether the physical environment was clean or dirty (chi-square=17.12, df=9, p-value=0.05) and whether employees felt safe or unsafe at work (chi-square=27.35, df=9, p-value=0.00).

As far as overall happiness was concerned, the only significant physical environment factor was feeling safe at work (chi-square=44.9, df=9, p-value=0.00). This meant that, while there could be a factor that affected overall happiness, the overriding factor would be the general feeling of being safe at the workplace.

4.9 Summary of the Findings

The study was limited to a single facilities' management company based in Durban. The organisation employed predominantly Black Africans, therefore the results cannot be generalised to that of the facilities' management industry. Although the study met and exceeded a sample size, owing to the size of the organisation being small, comprising a study population of 102, a study of the entire population would have given a consensus of the results.

One of the main findings expounded in this chapter was that the decision to apply for promotion seemed to be independent of all factors. Individuals' decisions on whether or not to reapply for promotion was unaffected by the prevailing conditions. This may be because the desire to succeed and progress did not have to be hampered by working conditions. There may be other factors affecting an individual's desire to reapply for promotions, which were not covered by this study. This is a possible item for future studies. Personal safety is an important factor affecting organisational climate. Employees must feel safe at work in order to enjoy their working environment.

Workers also wanted to feel valued at work. They wanted their ideas to be taken seriously, possibly even being implemented. This may also require feedback from management explaining why employee ideas had not been accepted or incorporated into company operations.

Rules, policies, and procedures of a company had an effect on trust within the promotion system and overall happiness of the workers. To a certain extent employees felt that the rules were fair and well understood, especially appropriate for the purpose they serve. This will lead to trust in the promotion process, hence staff will become generally happier.

Effective communication was significantly associated with the building of a good working environment and the overall happiness of the workers.

CHAPTER FIVE

Recommendations and Conclusion

5.1 Introduction

The organisational climate literature in the study is grounded in, and the analysis of the study conducted on an existing organisation. Thus the study attempted to reveal the prevailing organisational climate at Umongi and the effects of each of the dimensions of organisational climate that were discussed in the literature, namely, leadership, communication, rules, individual behaviour, and physical work environment.

This chapter makes recommendations for the study that was conducted at Umongi Facilities Services. These recommendations will help the company to improve the existing organisational climate. This chapter will also discuss the limitations of the study and how they researcher overcame them.

5.2 Recommendations

The promotion process of the company was perceived as significantly associated with all the roles of leadership except for whether the manager involved some or all workers in decision-making. Close monitoring of the organisational climate will be required in addressing the respondents' unhappiness about some of the specifications of various organisational climate measures that were tested in the research. The company must establish a forum to engage employees on company developments and to address employees' concerns. Line managers must develop a working relationship with the employees' representatives such as the union and conduct monthly meetings with the union to discuss issues of recruitment and staff promotions. This must be held quarterly; management must report to the employees on vacancies that were filled and promotions made. This forum must be also be used to discuss other employment issues such as absenteeism, operations targets, challenges, and staff morale. The responsibility for creating an organisational climate lies with the organisational leaders in authority. The company, through the office of the Human Resources' Department, must share with the employees the company's promotion policy. At the start of every year, line managers together with employees must agree on employee's performance targets and performance review dates. This will ensure that employees are aware of their performance targets and how management will help them to achieve these performance targets.

The results revealed that overall happiness at work depended on whether the managers were playing their roles well. A personal, warm relationship between the manager and workers might help as far as overall happiness at work is concerned; however, it does not make the working environment significantly more pleasant. Professional conduct by the manager in providing the necessary working environment makes the working environment pleasant. The company must improve the relationship between management and employees. This must be achieved through team-building sessions and workshops on relationships by objectives where management and employees will analyse their current relationship, reach an agreement on their problems and jointly develop common objectives to build a more productive relationship. Management and employees' representative must meet offsite for up to two days in an intensive relationship by objectives session facilitated by a team of Mediators. Team-building and relationship by objectives are important instruments of organisational development, with the objective of making the organisation livelier, comprising free-spirited and self-sufficient employees.

Umongi's working environment and overall happiness of workers is significantly influenced by the four measures of communication outlined. This requires that work environment and happiness as a result of effective communication should be taken seriously by management. Employees must be made aware of the way in which they can contribute to the attainment of the organisational goals. Through staff meetings, employees must be informed of what is expected of them. This must also be achieved through a workshop in which all employees will interact and exchange ideas on the future strategic and operational goals the company should pursue. Once the workshop has taken place, management must take responsibility and action all the recommendations arising from the workshop.

The overall work environment is significantly associated with the environment created by the rules (whether stressful or relaxed). This means that rules should be anything but stressful. Stressful rules lead to a negative working environment. The majority of the employees felt that the rules were strict; they limited creativity, and created a stressful environment. This negatively affected employees' behaviour. The company should continue to maintain strict rules, however, they should look for ways of making the rules create a relaxed environment. This will promote creativity by streamlining work processes, redefining jobs, and developing management intervention procedures. Employees must be given the opportunity and

freedom to express themselves as part of the organisation's decision-making process; as outlined by the rules and policies of the organisation. Management must conduct capacity-building workshops and invite an Industrial and Employee Relations' consultant to workshop management and employees on the implementation of the company rules and behaviour that is expected from the employees. This must be a once-off workshop funded by the company, however, every time new employees join the company they should go through an induction. This will positively affect employees' attitudes, and improve the overall organisational climate.

Some of the employees felt that they were exposed to a risk of contracting opportunistic diseases; however, employees believed that the physical environment was clean, safe, healthy, and appealing. To protect the company and employees, the company should make pre-employment medical screening compulsory; all employees should be required to undergo medical fitness tests at least once a year at the company's expense. Employees who are found to be unfit or ill must be counselled by the company. Should they no longer be fit to perform their duties, they should be offered alternative work. To guard against the risk of employees being incapacitated, the company should have disability insurance. This will give employee the comfort that they are at least guaranteed income post their employment health capacity.

Employees were not happy that management takes all decisions unilaterally, as there was little involvement of staff in decision-making. In engaging with the organisational climate, employees must have the belief that they are responsible for the achieving of their work goals. Employees want their ideas to be sought after and taken seriously. They want to have the freedom to talk to their managers and supervisors. The company must be more engaging. Employees must be included in the decision-making through staff meetings at which the company's decisions will be communicated and discussed. When employees' ideas are not implemented, the company must give feedback to the employees explaining why their ideas were not implemented.

While some company decisions are the prerogative of management and those in leadership positions, when a company contemplates taking decisions that are only going to affect a particular individual, the employee's line manager should have a one-to-one consultation session with the concerned employee. Through this consultation process, employees will be given an opportunity to make presentations; however, management must be clear about timelines for the implementation of those decisions.

While the research revealed that the company's climate is positive in that it promotes high levels of employee morale and engagement, there were also a sizeable number of employees who were unhappy about some dimensions of the company's organisational climate. Management must determine the nature of the differences in opinion. The company must analyse in more detail the results of the questions dealing with these climate dimensions. If the negative employees continue to be more negative than others, the reasons for these negative responses must be investigated and addressed. It is also important to further investigate in detail the reasons for the difference in responses with regard to rules which cause employees discontent; and why employees believed that the company rules limited creativity. Examining this further will create an inclusive organisational climate in decision-making. The employees' recommendations on promoting a positive organisational climate must be put into action.

Continuous team-building will greatly improve the company's current climate.

Possible relationships between the factors that may affect organisational climate were tested. The results revealed that the nature of the relationship between the manager and the workers was not a significant factor affecting the working environment. Whether the manager involved all or only some workers in decision-making does not affect the way in which the working environment was perceived. Those who were positive about the role of leaders in the company also tend to be satisfied with the way promotion was conducted within the company. The findings of the study demonstrated that more than half of the respondents were either happy or very happy with the company's climate. There must be some other sources of this unhappiness than the working environment; and this will require further investigation into the nature of these sources. Through conducting another research, the company must investigate the causes of this prevailing organisational climate. This must be done through the office of the Human Resources' Officer.

Further research in this field must include investigating specific strategies that will have a positive impact on influencing the organisational climate. The company must conduct this research again, using the questionnaire to determine whether there has been any change in the results of the prevailing organisational climate after recommendations have been implemented by management. More research is needed to better understand whether there are any correlations or similarities of organisational climate within the South African facilities' management industry.

5.3 Limitations of the Research

The main limitation of the research is that it focused on one facilities' management company predominantly consisting of a 91% African population. Further research must be conducted to establish whether these findings are also at industry level. These limitations would be eliminated should the research be performed at industry level.

The research was also dependent on the participants' willingness and availability to participate in the survey. Participants' willingness was addressed by stressing the importance of the study to the participants. The research also extended the research data-collection times to after working hours and evenings, ensuring that the sample was representative of all staff.

The data used in the research was mainly categorical; this meant that only a few statistical tests could be performed, and tests such as analysis of variance (ANOVA) and parametric tests were not possible. In order to achieve these tests, the research questions would need to be redesigned.

Current research on the organisational climate is limited with many studies focusing on the concept of organisational culture. There are no widely accepted organisational climate dimension measures. This made it difficult to compare results from one study to another.

5.4 Summary

The survey has revealed that employees perceived their work environment differently from what was observed before the study was conducted. The company must investigate specific strategies that will have a positive impact on influencing the organisational climate. The company must conduct this research again, using the questionnaire to determine whether there has been any change in the results of the prevailing organisational climate after recommendations have been implemented by management.

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APPENDIX 1

RESEARCH QUESTIONNAIRE

Research Background

It is evident from the literature that there is an abundance of literature regarding organisational climate in large companies located in the first world countries. However, not much is known about employees' beliefs and attitudes towards organisational climate in small South African Business.

Aim

Therefore, this study will attempt to answer the question "What are employees' beliefs and attitudes regarding organisational climate within a small South African business".

Research Objectives

The aim of this study is to assess the organisational climate at a Durban based Facilities Management Company – Umongi Facilities Services (Pty) Ltd.

In particular, the objectives of the study are to determine;

- The prevailing organisational climate at umongi Facilities Services (Pty) Ltd.
- The role of leaders in establishing an organisational climate.
- The role of effective communication in establishing organisational climate.
- How the rules, policies and procedures impact on organisational climate.
- How the organisational climate affects individual behaviour.
- Whether the physical environment impact on the organisational climate.

Questionnaire

In the literature review, there were four types of climate discussed, namely, engaging, innovation, stagnate and stressful climate. For the purposes of this research, the research questions will determine the role of the climate dimensions in creating an engaging, or stressful climate.

1. Gender

Male	Female

2. Race

African	Coloured	Indian	White

3. Age

Under 20	20 to 29	30 to 39	40 to 49	50 to 59	Over 60

4. How long have you been employed by the company?

Less than 1 year	
1 to 2 years	
2 to 3 years	
3 to 4 years	
4 to 5 years	
5 to 10 years	
More than 10 years	

5. What sort of a relationship do you enjoy with your line manager?

	A very warm relationship.
	A warm relationship.
	A cold relationship.
	A very cold relationship.

6. My manager:

	Supports me all the time.
	Supports me most of the time.
	Supports me some of the time.
	Never supports me.

7. My manager:

	Provides me with advice and resources to do my job.
	Provides me with advice to do my job.
	Issues instructions for me to do my job.
	Leaves me on my own to do my job without advice and or resources.

8. My manager can be described as:

	Firm but fair.
	Firm but unfair.
	Easy going and fair.
	Easy going but unfair.

9. My manager:

	Takes all decisions on his own.
	Takes some of the decisions on his own.
	Includes all employees in decision making.
	Includes only his / her favourite employees in decision making.

10. My manager:

	Recognises my performance all the time.
	Recognises my performance most of the time.
	Recognises my performance some of the time.
	Never recognises my performance.

11. My manager tries to make work a wonderful place to come to.

Strongly agree	Agree	Neither	Disagree	Strongly disagree

12. The company's rules are:

	Very strict.
	Strict.
	Lenient.
	Very lenient.

13. The company's rules:

	Limit creativity.
	Promote creativity.

14. The company's rules are:

	Applied consistently all the time.
	Applied consistently most of the time.
	Applied consistently some of the time.
	Never applied consistently.

15. The work physical environment is:

	Very clean.
	Clean.
	Dirty.
	Very dirty.

16. The work physical environment is:

	Very health.
	Health.
	Unhealthy.
	Very unhealthy.

17. The work physical environment is:

	Very appealing.
	Appealing.
	Unappealing.
	Very unappealing.

18. The company:

	Promotes people that are doing their job well.
	Promotes people that are not performing well.
	Promotes people that are liked.
	Only promotes people that are friends with managers.

19. Did you apply for promotion?

Yes	No

20. If you applied for promotion, were you promoted?

Yes	No

If you have answered yes in the above question (20), please answer questions 21 to 22 and if you have answered no, please answer question 23 to 26.

21. How long ago that you applied for promotion?

0 to 6 months ago.	
7 to 12 months ago.	
13 to 18 months ago.	
19 to 24 months ago.	
More than 2 years ago.	

22. How many promotions have you had in the company?

One.	
Two.	
Three.	
Four.	
Five.	
More than 5.	

23. Why you were not promoted?

	I did not have the required work experience.
	I did not have the required experience.
	I did not have the required qualifications.
	The company does not value my work contribution.
	Only manager's friends get promoted.

24. What impact did not being promoted leave on you?

	To work harder to gain more experience.
	I am studying to improve my knowledge.
	I have no confidence in the company.
	I am demotivated.

25. Will you apply for promotion again?

Yes	No
-----	----

26. Employees ideas:

	Are always sought and taken seriously all the time.
	Are sometimes sought and taken seriously.
	Are sometimes sought but not taken seriously.
	Are never sought and never taken seriously.

27. I feel:

	Very safe at work.
	Safe at work.
	Unsafe at work.
	Very unsafe at work.

28. Why did you state that you feel unsafe / very unsafe at work (please answer this question only if you stated that you feel unsafe or very unsafe)?

	Lack of visible security.
	No security checks or searches at entrance and exit points.
	Intruders come in as they please.
	I am not provided with safety clothing.
	My work tools do not function properly.
	I am exposed to opportunistic diseases.

29. Access to information to do my work is:

	Always available.
	Available most of the time.
	Available some of the time.
	Never available.

30. I am kept informed of about important developments in the company.

Strongly agree	Agree	Neither	Disagree	Strongly disagree
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31. Employees have the freedom:

	To talk to all managers and supervisors in the company.
	To talk only their line managers.
	To talk to only their supervisors.
	Do not have the freedom to talk to any of the management and supervisors.

32. My manager makes:

	Work challenging but enjoyable.
	Work enjoyable.
	Work challenging and not enjoyable.
	Work not enjoyable.

33. I believe that the work environment at Umongi is:

	Pleasant.
	Stressful.
	Challenging.
	Boring.

34. Overall, I am:

	Very happy at work.
	Happy at work.
	Unhappy at work.
	Very unhappy at work.

35. The company's rules:

	Create a stressful environment.
	Create a relaxed environment.

36. The company's rules are:

	A source of discontent.
	A source of contentment.

APPENDIX 2

ETHICAL APPROVAL



17 April 2013

Mr Phila Mncwango 200204587
Graduate School of Business and Leadership
Westville Campus

Dear Mr Mncwango

Protocol reference number: HSS/0210/013M
Project title: Assessment of organisational climate for a Facilities Management Company in Durban

EXPEDITED APPROVAL

I wish to inform you that your application has been granted Full Approval through an expedited review process.

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)

/pm

cc Supervisor: Professor Anesh Maniraj Singh
cc Academic Leader: Dr E Munapo
cc School Admin.: Ms Wendy Clarke

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