



**ST. MARY'S UNIVERSITY
SCHOOL OF POSTGRADUATE STUDIES
MASTERS OF BUSINESS ADMINISTRATION PROGRAM**

**THE EFFECT OF ORGANIZATIONAL CLIMATE ON EMPLOYEES' JOB
SATISFACTION (THE CASE OF REAL ESTATE COMPANY)**

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Declaration

I, the under signed, declare that this thesis entitled: “the effect of organizational climate on Employees’ job satisfaction (the case of real estate company)” is my original work. Developed under the guidance of Temsege Belayneh(phD).This study has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

Samrawit Arage

Name of Student

Signature

Date

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APPROVED BY BOARD OF EXAMINERS

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Abstract

The main purpose of this research paper was to assess the effect of organization climate on employee's job satisfaction In the case of real estate companies. The researcher used simple random sampling technique. The organizational climate and job satisfaction are vital elements in any Real Estate companies. depends up on the involvement, efforts and the contribution of the employees. Numerous investigators have studied the organizational climate and job satisfaction in health sector and higher education but rarely examined the organizational climate and job satisfaction in real estate industry. This study was to investigate the effect of organizational climate on employees' job satisfaction in 3 real estate construction companies. Quantitative approaches were descriptive, explanatory and cross-sectional designs has been employed. The results of this study indicated that, all organizational climate dimensions (co-worker cohesion, work pressure, responsibility, structure, commitment, communication, trust and standards) has positive and significant effect on employee's job satisfaction. The primary data have collected by using a set of questionnaires which includes three parts i.e. socio-demographic, organizational climate and job satisfaction of respondents that contain many items with closed-ended questions. The current study found that the Real estate construction projects have moderate and good level of organizational climate and job satisfaction respectively. Whereas employee's less satisfied by structure of organizational climate dimension. The researcher suggested that Commercial bank of Ethiopia have to pay attention to Team work and (Training and Development) organization climate dimension as it has highest influence on employee's job satisfaction and also should to improve less employee's job satisfaction of organizational climate dimensions. The researcher suggested that Commercial bank of Ethiopia have to pay attention to Team work and (Training and Development) organization climate dimension as it has highest influence on employee's job satisfaction and also should to improve less employee's job satisfaction of organizational climate dimensions.

Keywords: *Real-estate companies, Organizational Climate, Job Satisfaction*

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational Climate is an important concept to study or understand multidimensional organizational behaviors in worldwide. The perception towards organizational Climate has become more significant from early 1980s. Organizational Climate mainly includes the values, opinions and attitudes of a company. They used social climate term to describe subjective feelings or atmosphere they encountered in their studies of organizations. Since 1980s the concept of climate has seemed to have lost its appeal to organizational researchers Isaksen *et al.*(1995).

In particular, organizational climate is challenged by changes impacting today's organizations constantly Nair (2006). Brown and Leigh (1996) suggested that organizational climate is becoming more important than ever before, because organizations need to make sure those employees, who will add value to the base line, seek to stay in the organization and want to continue driving their effort into their work to the advantage of the organization. Organizational climate affects employees' job satisfaction and performance with the success of the organization and its ability to continue Al-Saudi (2012). Any organizations that have an intended objective to achieve require satisfied and happy staff Oshagbemi (2000).

In order to sustain in today's competitive and dynamic environment, organizations are being forced to undergo considerable transformation in their working system. In this context, it would be important to investigate the factors that have the most positive impact on the performance of the organization. So, organizational performance is the result of satisfied employees Enaye(2013).

Organizational climate focuses on the perceptual variables that show organizational members' personal impersonations of their operational surroundings Boateng, Kanyandewe & Sassah,

(2014). Researchers have been interested in understanding how employees' perceptions of the work environment influenced their level of job satisfaction Mayo(1933).

Many studies stated that worker productivity and morale which have been influenced by environmental factors. Bisconti and Solomon cited in Peek(2003) stated that a high degree of autonomy and nurtures relationships among peers, supervisors and subordinate's results in more satisfied workers are the result of conducive organizational climate.

Organizational climate is the recurring patterns of behavior, attitudes and feelings that characterize life in the organization more related to atmosphere and values Aiswarya & Ramasundaram(2012). On the other hand, climate is the feeling that is conveyed in a group by the physical layout and the way in which members of the organization interact with each other, customers, or with other outsiders" Schein, as cited by Irene et al.(2014).

According to the study of Gerber (2003) and Moran and Volkwein (1992) organizational climate is the mutual perceptions, feelings and attitudes that employees have the fundamental elements of the organization, so as to represent the well-known norms, values and attitudes of the organization's culture and affects individual's behavior positively or negatively. Therefore, Individual perceptions or feelings about an organization can be measured by organizational climate and also positive attitude towards job can be generated by a healthy organizational climate resulting to a positive behavior towards job satisfaction Gerber(2003).

Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization work. It affects each activity in an organization directly or indirectly and it is affected by everything that occurs in the organization. The survival and growth of any organization is directly proportional to the favorable climate in it Singh et al., (2011).

Job satisfaction is a positive feeling about one's job resulting from an evaluation of its characteristics Robbins & Judge (2007). It is also defining as the general attitude of an individual towards his/her job Robbins (2003). Organizational climate is a main stimulating factor

responsible and accountable for satisfaction and dissatisfaction of employees and that affect the frequency of their turnover Singh et al.(2011). Studies have proven that employees' source of job satisfaction determined by no longer all about the monetary aspects rather than the workplace characteristics Akula & Talluri, (2013). However, such type of study is not conducted in the case of real estate companies. Thus, the study examines the effect of real estate Company's climate on employees' job satisfaction. Besides, the study suggests important recommendations for managers to formulate guidelines and strategies in order to effectively use organizational climate

Variables to foster job satisfaction among employees which diminish high job dissatisfaction problems resulting from unfavorable organizational climate. Therefore, this study will be address the effect of organizational climate on job satisfaction based on these 15 antecedents of organizational climate (Co-worker cohesion, autonomy, work pressure, physical comfort, responsibility, structure, commitment, training & development, leadership, communication, trust, standards, clarity, supervision & support and task orientation) as independent variables and job satisfaction as dependent variable with the help of literature review of previous research in the relevant field. This is relevant as it responds to the lack of literature on the effect of organizational climate on employees' job satisfaction in real estate company.

1.2 Statement of the problem

Human resources can manage all the resources of the organization for effective and efficient utilizations. Organizational climate provides a type of work environment in which individual feels satisfied or dissatisfied which depends on fulfillment of certain expectations Al-Saudi(2012). Employees work in various organizational climates which have either positive or negative effect on job satisfaction Veni & Ramachandran(2012). Various research findings showed that organizational climate has positive effect on employee's job satisfaction. This shows that the employee's moral, commitment, productivity and job satisfaction are positively affected by the presence of good organization climate Singh *et al.*, 2010; Rahimic, (2013) and Adenike(2011).

The employees' satisfaction due to organizational climate enhances those positive organizational outcomes: efficiency, productivity, organizational commitment and cohesiveness of coworkers

and also it enables to reduce negative outcomes: turnover, deviant behavior at work, absenteeism and stealing of company property. Hence, establishing the satisfied employees is the main concern for many organizations. Organizational climate is having direct bearing on employee's satisfaction, since it plays such a critical role in organizations and influences employee's perceptions, which impacts on their behaviors Ahmad *et al.*(2010).

Multidimensional nature of organizational climate provides researchers the ability to associate employee's behavior to organizational variables Glick, (1985); Schneider & Snyder, (1975); Tustin (1993). In different countries of the world, several studies were conducted related to the factors affecting organizational climate on employee's job satisfaction.

However, several studies found different results on the impact of these factors in a number of countries of different study period. For example, organization climate has a significant impact on job satisfaction Shahram, Hamid, Rahim (2013) and Adenike (2011). On the contrary a study by Rani and Rani (2014) results indicate that there was no significant effect. According to Sridharan *et al.* (2005) have stated support has significant effect on job satisfaction. While Bhutto *et al.* (2012) find out that the factors of organizational climate; support has a positive insignificant effect on job satisfaction.

Akula and Tallur (2013) and Singh *et al* (2011) have measured the organizational climate via seven parameters such as; trust, morale, conflict, rewards equity, leader credibility, resistance factors to change and scope gating. Other researchers also have studied other influencing climate factor on job satisfaction i.e. the style, culture, involvement and empowerment of employees and autonomy in work. Through identifying working environmental factors that is a means to worker's dissatisfaction, leaders and management have a chance to make changes that improve employee's job satisfaction.

Most of the literatures have given an overview of correlation between the subject of organizational climate and job satisfaction. But, they fail to incorporate the most potential factors of organizational climate which affect job satisfaction strongly Enanye, (2013). Besides, most of the research findings were conducted on educational institutions, industries and business

companies but organizational climate of these institutions are very different from organizational climates in other areas of organization Reynolds,(2006). Thus, studying the relationship between organizational climate and job satisfaction in these institutions were not be very enlightening in taking into account the nature of the relationship for over other organization. And also as per the researcher's knowledge, there is no comprehensive study on the effect of organizational climate on employee's job satisfaction in Real estate companies. depends up on the involvement, efforts and the contribution of the employees. Numerous investigators have studied the organizational climate and job satisfaction in health sector and higher education but rarely examined the organizational climate and job satisfaction in real estate company.

However, according to the researcher's observation and preliminary interview with 3 companies and 5 key employees each in Real estate companies, the major problems in relation to the administrative are; lack of proper communication, lack of trust and responsibility, and lack of clarity with defined organizational structure and standard, work overload and other similar problems have affected the organizational climate and the consequently job satisfaction. The organization is dictated to high turnover of experienced and professional employees, lack of interpersonal trust, high level of conflict, lack of quality of work and deteriorated employees job satisfaction. Thus the researcher wants to check these existing problems and so as to give recommendation by this study.

Generally, the researcher has observed above three gaps which have motivated to study on this topic. Therefore, the purpose of the study is to investigate the organizational climate and employees' job satisfaction, as well as the relationship between the different organizational climate dimensions with employees' job satisfaction. By doing so, some suggestions are provided to help curb the problems that the Head Office of 3 different company's faces. Thus, from the above three gaps this study was focused on the effect of organizational climate on employees' job satisfaction on Real estate companies, which is located in Addis Ababa.

1.3 Basic Research Questions

Therefore, the main research questions for this study are:

1. What is the current level of job satisfaction in the real estate companies?
2. Which factor of organizational climate has significant effect on employee's job satisfaction most?
3. What is relationship between organizational climate factors and job satisfaction?

1.4 Objective of the study

1.4.1 General Objective

The main objective of this study is to investigate the effect of organizational climate on employee job satisfaction in Real estate construction companies.

1.4.2 Specific Objective

This study addressed the following specific Objective

1. To assess the level of job satisfaction in the Real estate construction companies.
2. To identify the effect of each organizational climate factors on job satisfaction.
3. To identify the most significant factor of organizational climate on Employee job satisfaction in the Real estate construction companies.

1.5 Significance of the Study

The findings of this research were help to Real estate construction companies are to understand the specific organizational climate factors that lead to employee's job satisfaction. It was show that employees what is being important in their work place for them to be satisfied with their job.

It will be highly importance for policy makers by bringing an input in developing employee's job satisfaction polices and to facilitate better work environment in the organization. The organization's administrators will be able to consider about the redesigning and restructuring of organizational system that will bring positive work attitude among the employees. It may give them an idea of where they are presently in terms of their organizational climate dimensions' effectiveness and what they should do in the future.

The research was useful in contributing for the researcher's academic success. From this perspective this study's insight shall contribute to the future development of this line of research particularly in developing country. It provides literature for the Real estate construction companies and other organizations to identify the important climate dimensions. The study may also benefit more to those working in the area of human resource management by providing a clue for their further investigation on the issue under consideration. This study may serve as an input for future studies in different agency's branch/hubs/ on larger scale.

1.6 Scope of the Study

The study was conducted in Addis Ababa town with particular Real estate construction companies. It mainly focuses on identifying the effect of organizational climate on Employee's job satisfaction in Real estate construction companies. In this study, the independent variable is organizational climate and the dependent variable is the employee, job satisfaction which is explained by the following variables; co-worker cohesion, work pressure, responsibility, structure, commitment, communication, trust and standards. Because of the time and financial constraints, the study did not cover the other organizational climate dimensions, other contract employees of central office and all individual site branches. Questionnaires and interview were distributed to the employee and management respectively. First questionnaires were distributed to employees' and management then interview was distributed for management only.

1.7 Limitation of the study

The study sample population of this assessment had taken from staffs' who employed in 3 different real estate companies in Addis Ababa. Since the real estate companies in Ethiopia is scattered around different side of the country and due to large number of sample of collecting a representative sample from the full population of the real estates would not be practical. This could have an impact on how the research findings are applied to the entire personnel of the real estate companies. The research findings may not have generalized the whole companies and branches of the real estate companies and also the researcher used both descriptive and explanatory research design.

1.8 Operational definition of terms

The facts of organizational climate are considered to present the general employees organizational climate in the study and defined as in the following two major dependent and independent variable organizational climate and job satisfaction respectively.

Organizational climate: - refers to the atmosphere or environment within an organization created by the attitudes, behaviors, and values of the employees and management. It can describe the overall mood or vibe of the workplace, which can greatly impact employee motivation, job satisfaction, and productivity.

Job satisfaction: - represents a combination of positive or negative feelings that workers have towards their work. Meanwhile, when a worker employed in a business organization, brings with it the needs, desires and experiences which determinates expectations that he has dismissed. Job satisfaction represents the extent to which expectations are and match the real awards. Job satisfaction is closely linked to that individual's behavior in the work place Davis et al.(1985).

1.8 Organization of the paper

This paper has organized in to five chapters. The first chapter deals with background of the study, statement of the problem, hypothesis of the study, objectives of the study, significance of the study, scope and limitation of the study and operational definition of major variable. The second chapter discusses theoretical literature, empirical evidence and frame work. Third chapter discusses about the methodology of the study including description of the studying area, research design, population and sampling design, data type and source, method of data collection and instrumentation, data collection procedures and method of data analysis. The fourth chapter is about data analysis and discussion of results. Finally, the fifth chapter presents the conclusions and the recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical literature Review

2.2 Definition of Organizational climate

Organizational climate as a concept, its role and value in organizations and its impact on various organizational outcomes have been studied for over 50 years. For over 50 years, a great deal of research has been conducted and published on organizational climate. A number of definitions of organizational climate have been formulated in the various studies. The climate is a relatively continuing quality of the organization which is experienced by its members; it has an effect on their behavior, and how the organization functions Singh et al., (2011). Climate for an organization is somewhat like the personality for a person. Just as every individual has a personality that makes each person unique, each organization has an organizational climate that clearly distinguishes its personality from another organization Mathur & Nihalani,(2011).

According to, Veni & Ramachandran (2012) organizational climate is a set of properties of the work environment, perceived directly or indirectly by employees, that is assumed to be a major force in influencing employee behavior. It has been widely defined as the shared perceptions of employees regarding organizational functioning and practices. According to Castro, (2013) organizational climates is something that individuals perceive in an organization. Organizational climate is the core circle of human environment in the boundaries of which the employees of an organization works. Climate affects each activity in an organization directly or indirectly and is affected by almost everything that occurs in the organization. The survival and growth of any organization is directly proportional to the favorable climate in it.

Climate in an organization evolves out of collective perceptions of employees on various aspects of the organizational work life. It is shaped through their day-to-day experiences while dealing with various facets of the organizational realities such as its goals and objectives, policies and practices, leadership, structure, work design, technology adopted, people, dominant modes of communication, teamwork, employees train and development, motivational, reward mechanisms and working conditions etc. It provides a dynamic interface for employee's behaviorally pertinent

perceptions which impel them to think, to feel and to act in consistently similar ways
Bhattacharya & Mukherjee,(2013).

2.2.1 Dimensions of Organizational Climate

The components of the organizational climate construct can be seen as the characteristics that define an organization and differentiate it from other organizations (Steers, 1977). From the above discussion, it is clear that definitions and approaches to organizational climate are diverse, because a wide variety of dimensions are used by various researchers to assess organizational climate (Davidson, 2000).

Therefore, organizational climates dimensions which applying in this study are identified by reviewing different literatures conducted by different researchers. The studies under consideration have intend to use the next organizational climate dimensions like; Structure, Responsibility, Standard, Communication, Salary and benefit package and Performance appraisal.

1. Structure: Organizational structure is the way an organization arranges people and jobs to meet organizational goals and to make achievement of targets feasible and a person's degree of Understanding of the organizations goals and policies, as well as the requirements of their job Ahmad *et al.*(2010).

According to Lit win and stringer (1997) cited in Latif (2010) organizational structure is the feeling that employees have about the constraints in the group, rules, procedures and regulations in the organization. A clearly structured organization is important because it prevents the role ambiguity and miscommunication among the employee of the organization. Also Structure reflects the pattern of relationship among the positions in the organization and members of the organization.

According to French (1996) cited in Latif (2010) the set up or design of an organization that allows expressed allocation of responsibilities for different functions and processes to the different entities and represents how information flows between the levels of management within the organization. The feeling that employees have about the constraints in the group, such as how

many rules, regulations, and procedures there are; is there an emphasis on red tape and going through channels, or is there a loose and informal atmosphere. Chaudhary (2004) describes that a clear structure, chain of command, coordination mechanism and communication systems enhance the performance of employees.

2. Responsibility: The degree to which people feel personally responsible for their work Atkinson & Frechette, (2009). The feeling of being your own supervisor; not having to double check all your decisions; when you have a job to do, knowing that it is your job. It reflects the employees feeling in term of courage used in problem solving without taking into consideration of decisions of others Bhaesajsanguan,(2010).

Responsibility involves accepting the obligation by the subordinate to perform certain duties or make certain decisions and to accept possible reprimand for unsatisfactory performance Mullins, (2002) cited in Latif, (2010). Holding responsibility for performing job gives the employee a sense of trust and satisfaction.

3. Trust: to reduces friction among employees, bond people together, stimulate growth, improve employee morale, reduce employee turnover, absenteeism, create an environment where innovation can flourish and increase productivity are all high levels of trust within organizations Sonnenburg, (1994). Trust is the highest form of human motivation and it is the glue that holds companies, cultures and relationships together Covey, (2004).

4. Communication: Katz and Kahn (1978) suggested that it is the exchange of information and the transmission of meaning is the very essence of a social system or an organization. Goldhaber (1993) Communication climate can be defined as “the perception of employees with regard to the quality of the mutual relations and the communication in an organization. Numerous authors claim that communication is the most fundamental management activity in every organization since it is essential that all the people within the organization receive information that is important to their work Hargie & Tourish, Koontz & O’Donnell, Steers, Wood, as cited by Steingrimsdottir, (2011).

5. Training and Development: This means the need to know more than yesterday, to put new knowledge into context and to maintain one's individuality even when under pressure Morrison,(1993). Personal development refers to the personal and professional development by means of formal and informal training in line with his or her job requirements Muller, (1996).

6. Co-worker Cohesion: which is a vital element of social integration, can be described as the attraction to the group, satisfaction with other members of the group and social interaction among the members of the group Saks, (2006). It is the tendency of a group to attach together and remain united to meet its instrumental (task) objectives and to satisfy the member's affective May, Gilson & Harter, 2004 & Kahn, (1990).

7. Work pressure: it is too much work, time pressures, deadlines, and lack of necessary resources needed to fulfill duties, commitments, and responsibilities associated with work role Beehr & Glazer, (2005). It happens when job demands exceed the time and resources available Frank & Gryna, (2004).

2.2.2 The Importance of Organizational Climate

Climate assists managers to understand the relationship between the processes and practices of the organization and the needs of employees. By understanding how different practices and initiatives stimulate employees, managers will be able to understand what motivates employees to behave in a manner that leads to a positive climate and results in the organization's success Bhutto et al., (2012). Organizational climate negotiates work and interpersonal relations, and influences the processes of communication, problem solving, learning, motivation and efficiency Rahimic, (2011).

2.2.3 Measuring Organizational climate

The methods used to measure organizational climate fall into four categories, namely field studies, experimental variation of organizational properties, observations of objective organization properties and perceptions of organizational members. The last two approaches, perceptual or subjective and objective methods, represent the primary methods used to measure organizational climate Forehand & Gilmer, (1964).

Field studies involve the researcher observing the daily activities in the organization and gathering information through various sources such as observing presentations and conferences, conducting interviews with participants, reviewing diaries, memos, emails and other correspondence, to name a few. Two approaches are followed in observing variation of climate, namely comparative studies and longitudinal studies Forehand & Gilmer, (1964). Experimental variation of organizational properties involves the researcher identifying appropriate dimensions of climate and then systematically manipulating them Forehand & Gilmer, (1964).

The majority of tools used to measure climate can be categorized into perceptual (subjective) or objective categories. Researchers who focus on objective measures of organizational climate examine the objective properties of organizations such as organizational size, levels of authority, decision -making authority, degree of centralization and rules and policies (Forehand & Gilmer, 1964). Researchers who prefer perceptual measures of organizational climate contend that the perceptions of organizational members should be measured because they provide a more encompassing description of the concept Schnake, (1972) cited in Gerber, (2003). The focus is on the active role the individual plays in perceiving organizational characteristics Forehand & Gilmer, (1964). It is important to note that dimensions are descriptive and not affective or evaluative which measures attitudes Jones & James, (1979).

2.3 job satisfaction

2.3.1 Defining job satisfaction

The domain of job satisfaction is a widely researched topic in many disciplines such as industrial organizational psychology, social psychology, organizational behavior and personnel and human resource management Snipes; Oswald; La Tour & Armenakis, (2004); Staples & Higgins, (1998); Cranny; Smith & Stone, (1992) & Gruneberg, 1979, cited in Castro,(2013).

A review of the literature pertaining to job satisfaction suggests numerous definitions of the concept, with no one agreed upon definition. Conceptual and operational definitions of job satisfaction include general or overall job satisfaction (JS) and aspects of job satisfaction facets (JSF) such as pay, supervision and promotion Cranny et al., (1992). Even though job satisfaction is defined in various ways, Cranny *et al.* (1992) suggest that there is general consensus on the definition of job satisfaction as an emotional reaction. They define job satisfaction as one's

affective or emotional reaction to a job that is the result of one's comparison of actual outcomes with expected or deserved outcomes. Several authors define job satisfaction along the same lines.

According to Porter, Lawler and Hackman (1975) people evaluate most things on the basis of whether or not they like or dislike them. They characterize the concept by stating that it is a feeling one has about a job that is determined by the disparity between the amount of a valued outcome the person receives and the amount of the outcome that he/she feels should be received. Locke (1976) states that job satisfaction refers to the pleasurable or emotional state that results from the evaluation of one's job or experiences relating to one's. Sempene *et al.* (2002) seem to agree with this definition, stating that job satisfaction refers to the individual's perception and evaluation of the job.

Langton and Robbins (2007) define the concepts as the general attitude that people have towards their jobs. They go on to say that people who enjoy a high level of job satisfaction have positive attitudes about their jobs, whereas those who are dissatisfied tend to be negative. According to the definition formulated by McKenna (2000) job satisfaction refers to how well personal expectations at work are in line with outcomes. To illustrate this point, an individual who expects that hard work will lead to fair rewards; will be satisfied if this is indeed the case. However, in the event that individuals feel that they worked hard, but did not receive a fair reward, job dissatisfaction may result. Weiss (2002) defines job satisfaction as a positive or negative evaluative judgment that one makes about one's job or the job situation.

2.3.2 Aspects of Job Satisfaction

Locke (1976) proposed that a job is a complex phenomenon that consists of the interrelationship of various dimensions such as tasks, roles, responsibilities, interactions, incentives and rewards. It is important for researchers to have a clear understanding of job attitudes if the job is to be analyzed in terms of its constituent elements. According to Locke (1976) typical dimensions that have been included in studies by previous researchers include work, pay, promotion, recognition, benefits, working conditions, supervision, co-workers and company and management. Research indicates that these various factors of the job can be divided into two distinct dimensions, namely extrinsic and intrinsic factors (Buitendach & De Witte, 2005).

i) Extrinsic Sources of Job Satisfaction

Extrinsic factors form part of the job situation and are influenced by others (Lawler, 1976). According to him, these dimensions are external to the individual and are likely to satisfy lower-order needs. Extrinsic dimensions of job satisfaction are therefore beyond the employees' control and include factors such as the work itself, pay, promotion opportunities, Company Policy and administration working conditions, supervision and co-workers.

ii) Intrinsic Sources of Job Satisfaction

Intrinsic rewards, however, are those rewards that an individual receives as a direct result of his/her performance. These rewards are self-regulated because the person does not rely on someone else to present them, which is in direct contrast to extrinsic rewards, which are externally controlled (Snipes *et al*, 2005). According to Robbins; Odendaal and Roodt (2003) intrinsic factors such as advancement, recognition, responsibility and achievement appear to be related to job satisfaction.

2.3.3 Measuring job satisfaction

The concept of job satisfaction is extremely broad because it includes all the characteristics of the job as well as the characteristics of the work environment which employees find rewarding, fulfilling and satisfying or which they find frustrating or unsatisfying Churchill; Ford & Walker, (1974); Snipes *et al*. (2005); Robbins, (1998) as cited by Castro, (2008). It includes factors such as interacting with colleagues, adhering to organizational policies and rules and achieving performance goals. Hence an employee's assessment of his/her level of satisfaction or dissatisfaction is a multifarious summation of various job elements. Snipes *et al*. (2005) share the above view and claim that operationally job satisfaction consists of a number of facets such as satisfaction with the supervisor, work, pay, advancement opportunities, co-workers and customers. Saura, Contri, Taulet and Velazquez (2005), hold that measuring job satisfaction is significant for organizations for two reasons.

Firstly, job satisfaction can explain a range of employee behaviors relevant to the work environment such as loyalty or motivation.

Secondly, these authors believe that job satisfaction relates to company variables including quality, efficiency, and productivity and consumer evaluation of the service.

According to McKenna (2000) and Khandelwal (2003) there are three ways to measure job satisfaction; paper - and-pencil tests, critical incidents and interviews. The paper -and-pencil test is the most commonly used method and involves scales that are standardized and tested using norms. The critical incident method requires participants to recall incidents that were particularly satisfying and dissatisfying to them. measuring job satisfaction is referred to as the facet approach, its aim of being to individually assess how employees feel about various aspects of the general job satisfaction domain such as rewards (pay or fringe benefits), job conditions, people on the job (supervisors and co -workers), communication, security, promotion opportunities and the work itself Robbins, (1998); Spector, (2005) & Snipes *et al.*, (2005).

Statements that directly measure job satisfaction are presented to the respondents and they are required to rate their responses on a Likert-scale Khandelwal, (2003). Examples of statements that could be asked include the following: “I am satisfied with my job” or “I find my job interesting. There are a few measures of satisfaction that are widely used in research which was briefly discussed.

Job Descriptive Index (JDI); one of the most popular instruments is JDI. In a questionnaire which people indicate whether or not each of several adjectives describes a particular aspect of their work? Questions on the JDI deal with five distinct aspects of jobs: the work itself, pay, promotion opportunities, supervision and coworkers Greenberg *et al.*, (2009).

Minnesota Satisfaction Questionnaire (MSQ); another popular job satisfaction measure is, the MSQ. This uses a different approach. People completing this scale rate the extent to which they are satisfied or dissatisfied with various aspects of their job. Higher scores reflect higher degree of job satisfaction Greenberg *et al.*, (2009). MSQ has the advantage of versatility in the fact that long and short forms are available. It also makes provision for faceted as well as overall measures.

Pay Satisfaction Questionnaire (PSQ) although, the JDI and the MSQ measure many different aspects of the job satisfaction, other scales focus more narrowly on specific facets of satisfaction. PSQ) is concerned with attitudes toward various aspects of the pay. The PSQ provides valid measures of such critical aspects as satisfaction with pay level, pay raises, fringe benefits, and the structure and administration of the pay systems Greenberg *et al.*, (2009). Job Diagnostic Survey (JDS) the Job Diagnostic Survey was developed to study the effects of job characteristics on people Hackman & Oldham as quoted by Spector, (1997). The JDS covers several areas of job satisfaction, such as growth, pay, security, social, supervisor as well as global satisfaction.

2.3.4 The consequences of job satisfaction

Job satisfaction is a desired outcome, not only for individuals, but also for society as a whole (Luthans, 2005). Organizations will also benefit from understanding if there is any relationship between employee levels of job satisfaction and outcome variables, such as employee and organizational performance. A number of studies have investigated the relationship between job satisfaction and performance, job satisfaction and absenteeism and job satisfaction and turnover (Robbins *et al.* 2003).

2.3.4.1 Job satisfaction and performance

Even though most people assume that there is a positive relationship between job satisfaction and performance, empirical findings do not support this notion (Luthans, 2005). If individuals receive rewards for good performance and these rewards are considered equitable for the work done, the individual is likely to be satisfied, which is likely to result in improved performance (Luthans, 2005). It should be noted, however, that when the job satisfaction -job performance relationship is considered from an organizational perspective, it appears that those organizations with more satisfied employees are generally more effective than those with less satisfied employees (Luthans, 2005 & Robbins *et al.* 2003). According to these authors, the reason for this is that studies have focused on the individual and not the organization and as a result, complex work processes and interactions have not been taken into account.

2.3.4.2 Job satisfaction and absenteeism

Research indicates that there is an inverse correlated relationship between job satisfaction and absenteeism. This means that when satisfaction is high, absenteeism is low, and when satisfaction is low, absenteeism is high (Luthans, 2005; Ivancevich & Matteson, 2005 & Robbins *et al.* 2003). Although evidence suggests a weak relationship between satisfaction and absenteeism, it can be assumed that absence from work is the result of dissatisfaction with one's job (Anderson, 2004; Hardy, Woods & Wall, 2003; Luthans, 2005 & Robbins, 1998).

2.3.4.3 Job satisfaction and turnover

Turnover has a significant impact on organizations, because it disrupts continuity in teams, departments and organizations and also has cost implications for the organization (Saal & Knight, 1988). Research on the relationship between job satisfaction and turnover revealed that there is a moderate negative relationship (Robbins, 1998). According to Luthans (2005) high levels of job satisfaction do not mean that turnover will be low, but suggest that it will help.

Interestingly enough, an employee's level of performance seems to have a moderating influence on the satisfaction turn over relationship, with satisfaction levels being less important for superior performers (Robbins, 1998). It is evident because these top performers receive pay increases, promotions and recognition and are praised by the organization in order to retain them; they tend to stay regardless of their satisfaction levels (Robbins *et al.* 2003).

2.4 Relationship between Organizational Climate and Job Satisfaction

According to Al-Shammari (1992) there are a lot of debates regarding the relationship between organizational climate and job satisfaction. In most of the studies conducted, there have been different dimensions used. As a result of these variations in the dimensions the outcome of the relationship between organizational climate and job satisfaction has also received many varying results Patterson *et al.* (1996) cited in Goi (2013).

Favorable organizational climate is a vital antecedent of employee's job satisfaction. To have a satisfied, motivated, less stressed performing workforce an organization must have consistency amongst its structure, system, people, culture and good fit with the strategy (Bhutto *et al.* 2012)

2.5 Empirical Review

Many literatures suggest that job satisfaction of employees is affected or determined by different organizational climate factors. These factors affect job satisfaction in different manner when assessed by different researchers.

A study by Ahmed and Nawaz (2010) on Organizational Climate as Employees Satisfier: Empirical Evidence from real estate construction was conducted for the measurement of satisfaction of middle-level managers with the organizational climate on the basis of seven identified factors of organizational climate: internal communication, organizational structure, political climate, professional development opportunities, evaluation, promotion, and regard for personal concerns. A survey was conducted to collect the Response and 66 organizations were selected through cluster sampling technique, out this (51 local and 15 multinational organizations).The result of the study has shown that Employees were more satisfied in multinationals with respect to organizational structure, political climate, professional development opportunities, evaluation and promotion, as mean score of all these factors were high then the mean score of local companies; employees of local companies were more satisfied with internal communication then employees of multinational companies.

Similarly, there was not much difference of satisfaction of personal concern of employees in both local and multinational companies. Internal communication was significantly related with employees' satisfaction ($p < 0.05$). Other organizational climate elements are not significantly related with overall satisfaction of the employees.

Boateng, Kanyandewe and Sassah (2014) conducted a study on Organizational Climate a Tool for Achieving Employees Job Satisfaction in Ghanaian Manufacturing Firms by taking a sample of 205 employees are chosen from some selected manufacturing firms in Ghana through convenience and purposive sampling techniques and in use of a descriptive form of research design. Correlations have conducted to make the relationship existing among the dimensions of organizational climate and how each is related to employees' job satisfaction. The finding of the study showed that the main organizational climate dimensions that contribute to job satisfaction are Identity, Rewards and Conflict Management. However other dimensions such as warmth and

organizational structure were not observed to indicate any relationship with job satisfaction. The study concludes that, organizational climate contributes towards job satisfaction. Thus employees in the manufacturing sector were more satisfied with the organizations whose mission and objectives are in correspondence with the employees' personal beliefs.

Rani and Rani (2014), who have examined the influence of organizational climate of elementary schools on job satisfaction of elementary teachers, The sample was drawn of 100 elementary school teachers by using Random Sampling Technique from Rohtak District, Haryana. The descriptive survey method which was a predominantly qualitative research method was used to conduct their investigation. The findings of the study showed that organizational climate of elementary schools is negligibly correlated with job satisfaction. The correlation result has shown that the job satisfaction of elementary teachers is not affected by organizational climate. The study also reveals that there is no correlation between the organizational climate of elementary schools and job satisfaction.

Sridharan *et al.* (2005) assessed the effect of selected variables on job satisfaction of nursing officers in central and provisional ministry of hospital of Sri Lanka, as their study outcome should professional support and physical work condition had significant association with job satisfaction and work load had significant negative correlation with job satisfaction.

Latif (2010) who has the relationship between organizational climate and employees job satisfaction from 126 nurses working at two medical college hospitals in Bangladesh using six dimensions to measure organizational climate and found dimensions like support, standards, commitment and structure had significant positive relationship with job satisfaction, while responsibility, reward and recognition were not significantly related with job satisfaction. Overall organizational climate is significantly correlated with Job satisfaction ($r=0.53$).

2.5 Research Gaps

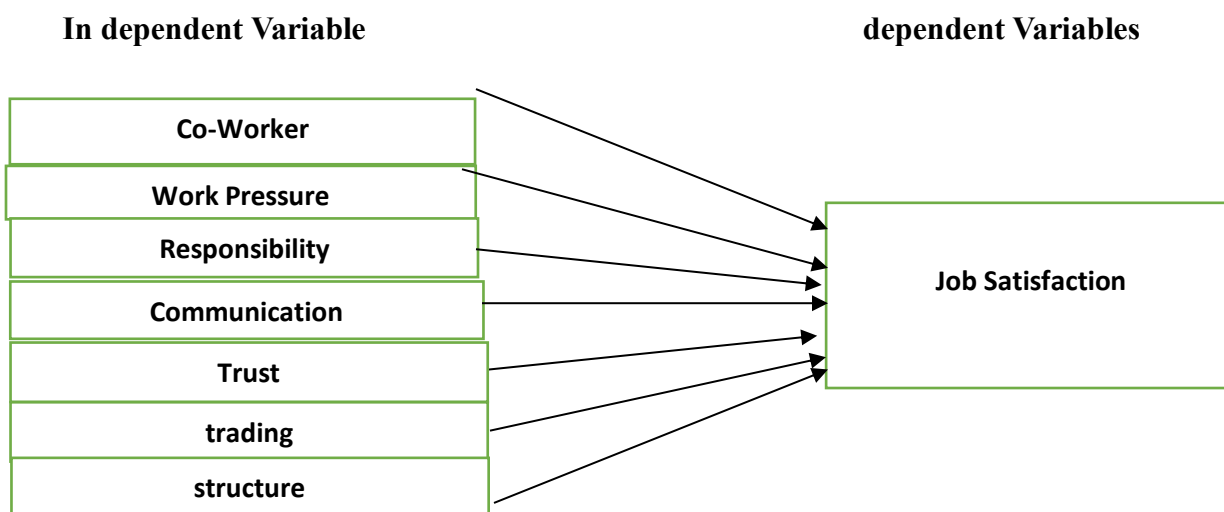
Even though there are studies conducted in the organizational climate and its relationship with employee's job satisfaction in developed countries, but they are conducted according to the context of their country. However, in developing countries, including Ethiopia especially in the

study area it possible to say that, minimal emphasis has been given to interlink and evaluate the job satisfaction and their performance after they took satisfaction. In the Real estate organizations, even if training and others determinant factors are provided for their employees. So that, the researcher is certain that there is no previous research conducted on the topic in the study area. This indicates there is acknowledge gap in the issue that training to what extent it affects the employee performance. Therefore, this study will attempt to fill this knowledge gap by reviewing the different literatures and collecting primary data from the study area.

2.6 Conceptual Framework

The Denison model allows studies to reveal the underlying belief and assumptions in recognizable and measurable ways that affect performance. In this model there are seven general dimensions named, Co-worker cohesion, work pressure, responsibility, structure, communication, trust and trading. Organizational climate dimensions can predict negatively or positively effect on job satisfaction. Therefore, organizational climate is one of the several factors that have an effect on employee’s job satisfaction. In addition to the above, the researcher selects factors affecting employee job satisfaction by considering the authors’ degree of agreement on the selection of these factors in several studies and that seemed to be the most effective on employee job satisfaction by considering employees and the Real estate construction organizational climate, the following conceptual model was developed.

Figure 1: Conceptual Framework of the Study



Source: Developed from Solomon et al, (2019)

2.5 Research Hypothesis

The hypothesis developed for this study is based on the following assumptions:

H01: Co-Worker Cohesiveness has no a positive and significant effect on employees job satisfaction

H02: Work Pressure has no a positive and significant effect on employees job satisfaction.

H03: Responsibility has no a positive and significant effect on employee's job satisfaction.

H04: Communication has no a positive and significant effect on employees job satisfaction.

H05: Trust has no a positive and significant effect on employees job satisfaction.

H06: Trading has no a positive and significant effect on employees job satisfaction.

H07: Structure has no a positive and significant effect on employees job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

The study design creates it conceivable line of the study for the investigator to answer to the important questions. As Saunders (2019), the research design pursues the standard of the scientific manner and is behavior with in a controlled atmosphere or situation. The effectiveness of the study design depends on the study's goals, the sources of data that are available, how much it will cost to collect the data, and the amount of time that is available. Therefore, this study used explanatory research design. Explanatory research design enables to examine the relationship between among variables with qualitative research method is engaged.

3.2 Research Approach

This study used both approaches, which combines quantitative and qualitative research approaches, makes it possible to establish accurate and pertinent information. A qualitative research is applied to get insight and understanding of the situation in the real estate sector of Ethiopia. And a quantitative research method is used to thoroughly examine the link between the variables of the study, that are Co-worker cohesion, work pressure, responsibility, structure, communication, trust and trading credibility as independent variable and job satisfaction as dependent variable.

3.3 Population of the study

According to Mugenda (2015), as long as the sample was carefully chosen among the associates of a certain demographic, a sample size of 20 to 30 percent is sufficient. The population of the study was selected from the real estate companies that are found in Ethiopia. There are a total of over 630 licensed real estate agencies in Ethiopia. Of these, 545 are located in Addis Ababa, but only 381 have operational projects, most of which are very young and have not yet reached sales. The population size of this study has to be incorporated or comprise both Managers and the staff of Hayat real-estate, Glory real-estate and Hacomal real-estate. Additionally, workers who worked in those real-estates for a less than 12 months and temporary (contract) workers had not encompassed, because it is assumed that they lack the necessary skills. HR managers of companies are also interviewed to gain information and insight into the real estate situation in Addis Ababa. Therefore, 425 permanent workers with at least one year of experienced staff members were the study's target group.

3.4 Sampling Technique and Sample Size

In this study the researcher has not taken the whole employees of the all real-estate company that found in Addis Ababa due to the population are large and willingness of all employees. Therefore, the researcher has taken permanently hired clerical employees of the three real-estate as sample respondents. This study used exploratory research to explain, understand, predict and verify the relationship between variables. The actual sample size from the total number or 425 employees was 206. The head office of the real estate companies employs in three companies those are 134 from Hacomal real-estate ,246 from Hayat real-estate,45 Glory real-estate totally 425 permanent workers. The sample is collected from all departments. The sample size of the study is determined by Yamane's (1967) formula. Therefore, a sample using this formula

$$n = \frac{N}{1 + N(e)^2}$$
$$n = \frac{425}{1 + 425(0.05)^2} = 206$$

Where, n = sample size,

N = the population size (425)

e = is the precision or sampling error of 5% at 95% the confidence interval (± 1.96).

3.5 Source of Data, Data Collection Instruments and Procedures

Both primary and secondary data sources were used for this study. Interviews and questionnaires were the main data sources. The primary materials used or the study consisted of a questionnaire (see Appendix) that was self-administered by the employees. The required data has collected using pretested self-administered questionnaire. The both organizational climate and job satisfaction questionnaire were developed by referring related research works like Castro, (2008); Judge, Bono & Locke, (2000); Enaye, (2013); Abay,(2013); and Stringer, as cited in Latif, (2010). The questionnaire has composed of three sections: socio demography, organizational climate and job satisfaction. Within the questionnaire, five-point Likert scale will use to assess level of satisfaction and organizational climate.

Primary Data Sources

From the primary data sources survey questionnaire and interview is used. The survey questionnaire is designed to gather the opinions and satisfaction level of the real estate customers, in which both close

and open ended questions, is included. The questionnaire adopted from the previous studied conducted (Solomon et al 2019) which was designed to measure the effect of organizational climate on employee's job satisfaction through the use of seven organizational climate dimensions Co-worker cohesion, work pressure, responsibility, structure, communication, trust and trading with close –ended question. And a five-point liker scale ranging from 1 highly dissatisfied, 2 dissatisfied, 3 neutral, 4 satisfied, 5 highly satisfied is used to measure the respondent satisfaction level with respect to the five components of the real estate service/ product. The selected major real estate HR executives were deliberately select for interview based on the prepared questions that were designed to get insight about the real estate sector situation and to distribute easily the questioner to the employee.

Secondary Data Sources

From secondary sources were taken from journals, articles, newspaper articles and research paper written on real estate organizational climate in general and in Ethiopia real estate sector in particular are reviewed. The self-administered questionnaires were distributed to 3 real estate construction companies' employers, in order to find out their attitude and satisfaction level towards the real estate company organization climate activities. Willing human resource managers are interviewed from the mentioned real estate.

3.6 Method of Data Analysis

Both descriptive and inferential statics method of data analysis were employee and SPSS Version 20 for further editing and analysis was used. Descriptive statistics were used to describe study participants. To measure the relationship between each organizational climate dimension variables and employee job satisfaction Pearson correlation coefficient was used. Multiple linear regression analysis method was conducted to examine the effects of independent variables on the dependent variables and to identify factors that determine the level of employee job satisfaction. All statistics test results were compute at the 2-tailed level of significance. The alpha levels of 5% and 1% selected a priori for test of significance for both correlations and multiple regression analysis. The strength of association and prediction has described using at 95% confidence interval.

3.7 Reliability

As far as the reliability of these instrument concerned, Cronbach's Alpha test has made by using Cronbach's Alpha testing as it is, used reality test by social reaches. Fornell and Larcker (1981)

suggested that an instrument to be considered adequately reliable the index of reliability (Cronbach's Alpha coefficient) should be greater than the bench mark of $\alpha = 0.7$, having saying this, the Cronbach's Alpha coefficient instrument as shown below ranges from 0.76 to 10.5, for this study, the pilot survey will take from 30 respondents from 3 real estate construction company to measure the reliability and consistency of the research instrument. Cornbrash's alpha was used to measure the reliability and internal consistency and the result showed the alpha coefficients of 0.95 that is above 0.6 which is acceptable value used by as an indicator of reliability. According to, (Nunnally, 1988) the value of Cornbrash's alpha above 0.60 can be used as a reasonable test of reliability.

Table: 3.1. Reliability Measures by using Cronbach's Alpha tested factors

Measures	No of items	Cronbach's α Coefficient value
Job satisfaction	5	0.85
Standards	6	0.81
Trust	5	0.85
Communication	7	0.92
Training & Development	8	0.84
Commitment	6	0.76
Responsibility	6	0.78
Structure	7	0.95
Work pressure	9	0.94
Co-worker Cohesion	9	0.92
The whole items	68	0.983

Source: Questionnaires and SPSS output (2023)

3.8 Ethical considerations

The proposal was submitted to the University for Ethical Approval by the Institutional Review Board. First, the researcher followed logical procedures at each stage of the data collection process. Participants were informed about the purpose of the study. The participant was asked for permission to discuss and interview him about the research topic. Therefore, based on these ethical principles, confidentiality was ensured and maintained during this research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATIONS

4.1 Demographic Information of Respondents

Demographic characteristics include gender, age and education level, employment status, marital status and years of work experience. This aspect of the analysis deals with personal data of the respondents in the questionnaires given to them. The table below shows the background information of the respondents.

Table 4.1. Demographic characteristics of Respondents

<i>Characteristics</i>		<i>Frequency</i>	<i>Percent (%)</i>
Sex	Male	93	45.2
	Female	113	54.8
Total		206	100
Education	7-8	0	0
	9-10	0	0
	11-12	0	0
	Certificate	29	14.09
	Diploma	33	16.01
	Degree	144	69.9
	masters & above	0	0
Total		206	100
Experience	0 - 2 years	117	56.80
	2 - 4 years	52	25.25
	4 - 6 years	10	4.85
	6 - 8 years	27	13.1
Total	206	100	Total

Source: survey result (2023)

The table 4.1 shows that, the female respondents formed the majority of the target population with a total of 113 representing 54.8%, while 93 respondents were male representing 45.2%. This shows that sex combination is more of female dominance in the organization. Regarding the age of the

participants the minimum, maximum and mean age of the respondents was 25, 42 and 28 respectively.

As the above table shows us the respondents hold a range of educational qualifications which reveals that, the majority of the sample group were holding a first degree which accounted 144(69.9%) of the respondents. The second largest were the respondents holding College diploma 33 (16.01%). 29 out of 206 respondents (14.09%) were certificate graduates. The survey result has shown that, most of the study employees were degree holders.

Regarding to the experience of employees within the sectors table 4.1 indicates that, the majority 117(56.80%) of the respondents has been working between 0 - 2 years. However, 52(25.25%) 2 -4 years, 10 (4.85%) of respondents indicated 4 - 6 years and the rest 27 (13.1 %) of the respondents were 6-8 years' work experience. In general, based on the personal data of the respondents, it can be seen that there is no big difference in the participation of men and women in the organization, as the statistics show. Regarding their educational level, the data also show that most of the respondents have a higher education, which means that employers are sufficient to identify institutional problems. Regarding the years of work, most of the respondents have more than 1 years of experience, so you can get enough information from our sample presentation.

4.3. Level of organizational climate dimensions and employee job satisfaction

This section of the study explains the descriptive statistics calculated on the basis of the variables included in study questionnaires. The measures of central tendency and dispersion results obtained from the sample respondents (table 4.2).

Table: 4.2. Mean and Standard deviation results

Description	Mean	Std. Deviation
Satisfaction	3.54	.830
Work pressure	3.265	.597
Communication	3.21	.869
trading	3.05	.710
Responsibility	3.04	.733
Co-worker cohesion	3.48	.644
Trust	3.18	.743

Commitment	3.53	.745
Structure	2.83	.800
Over all organizational Climate	3.38	0.732

Source: survey result (2023)

It explores and presents an overview of all variables used in the analysis. Descriptive statistics produced the mean and standard deviation for each variable for the study. Mean and standard deviation are used mostly in research studies and regarded as a very satisfactory measure of variation. The summary statistics of all the variables in this study is represented as in the following table 4.2 there are 206 respondents for each variable, the mean and standard deviation values. The result has shown the 9 organizational climate dimensions and job satisfaction with a mean and standard deviation. Job satisfaction (M=3.54,SD=0.831), over all organizational climate (M=3.38,SD=0.732),Trust (M=3.18, SD=0.743), Communication (M=3.20, SD=3.387) has good mean values it refers that the employees have good communication skills with each other, with their boss and with the customers this means the employees have satisfaction of their job and also it brings the employees more productive. Work pressure (M=3.25,SD=0.597) the employees have high working pressures so this causes low job satisfaction. Responsibility (M=3.04 ,SD=0.733) and trading (M=3.05,SD= 0.710) have a moderate level of mean . The mean of trust, responsibility, communication, work pressure and structure has shown the moderate organizational climate factors and real estate projects has been able to create a moderate level to its employees in their working environment. Co-worker cohesion (M=3.48,SD=0.644) and Commitment (M= 3.53,SD= 0.745) had a highest average mean. It has shown that the employees have both high commitment and coworker cohesion this means the employees have high job satisfaction. Structure (M=2.83, SD=0.801), As table 4.2 result indicated that the mean value of sufficient availability of structure has indicated that their levels are in the real estate companies is low this result according to Mwilu (2013) small extent. These indicate real estate company the employees are not satisfaction on their job.

4.4 The relationship between organizational climate dimension and job satisfaction.

Pearson’s Product Moment Correlation Coefficient was used to determine the relationship Between each organizational climate variables and job satisfaction.

Table: 4.3. Relationship between organizational climate dimensions with job satisfaction. (Pearson correlation test).

Satisfaction		
Item	Pearson Correlation	Sig. (2-tailed)
Work pressure	.172*	.015
Communication	.269**	.000
trading	.376**	.000
Responsibility	.295**	.000
Co-worker cohesion	.170*	.016
Trust	.178*	.012
Commitment	.473**	.000
Structure	.207**	.003

Source: survey result (2023)

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

* * Correlation is significant at the 0.05 level (2-tailed).

The above Table Shows that the correlation coefficients for the relationship between organizational climate dimensions and employee’s job satisfaction were positively correlated with strength ranging from lowest to highest correlation coefficients. Communication, Structure Responsibility, Commitment, and Standards variables have a significant relationship with job satisfaction at less than 1% level of significance. The variable Trust, Coworkers and Work pressure also have a significant relationship at less than 5% level of significance with job satisfaction.

The variable Commitment ($r=0.473$, $p<0.01$) and Standards ($r=0.376$, $p<0.01$) have relatively strong and statistically significant relationship with employee’s job satisfaction and followed by Coworkers ($r=0.170$, $p<0.05$) and Work pressure ($r=0.172$, $p<0.05$) have weak and statistically significant relationship with employee’s job satisfaction at 95% confidence level. Thus, all organizational climate dimensions have significant relation with job satisfaction (table: 4.3).

The result was in line with Latif (2010) with the variable of (structure, standard, responsibility and commitment) and Castro (2008) with the variable of (Trust, Communication): Jyoti (2013) with the variable of (structure): Sridharan et al. (2005): also Abay (2013) with the variable of (coworker’s cohesion & work pressure).

4.5. Relationship between overall organizational climates with job satisfaction.

		Average organizational climate	General job satisfaction
Average organizational climate	Pearson correlation		.402
	Sig.(2tailed)	.000	.000
	N	206	206
General job satisfaction	Pearson correlation	.402	
	Sig.(2tailed)	.000	.000
	N	206	206

Source: Survey Data (2023)

As shown in table: 4.4. A significant positive relationship between average all organizational Climate and job satisfaction at ($r = 0.402, p < 0.001$) significant level. This implies that that job satisfaction increases with suitable conditions of organizational climate and vice versa. Thus, according to the results of this study and previous studies, we can conclude that the positive Relation of organizational climate and job satisfaction shows mutual relations efforts and groups within the organization, managers and employees come under the intellectual and behavioral development, and the spirit of the people it affects, which leads to job satisfaction or dissatisfaction of the people in the organization.

These results was consistent with Shahram, Hamid and Rahim (2013), Adenike (2011) at ($r = .671, p < 0.01$), Asadi (2015) at ($P < 0.05$). While this result was inconsistency with the result of Rani and Rani (2014) that shows job satisfaction was not affected by organizational climate.

4.6. Results of Regression Analysis

4.6.1. Assumption of regression analysis

Multi col linearity Test

This test refers to the correlation among the independent variables. According to the rule of thumb multi col linearity is a potential problem if the absolute value of the sample correlation coefficient exceeds 0.7 for any two of the independent variable (Anderson et al, 2011). Before the multiple regression analysis, the study examined the result of multi col linearity among the independent variables. There should be no perfect linear relationship between two or more of the predictors. The result of multi col linearity test of this study shows that, all the pair wise correlation between the independent variables was below 0.7, as shown in appendices. Therefore, there was no multi col linearity problem in this study.

The other method of testing multi col linearity problem among independent variable is the variance inflation factor (VIF). According to Hair et al. (2010) the VIF value must not go beyond 10, if the VIF of variables exceeds 10, there is a multi col linearity problem among independent variable. The result of the table shows that the VIF value is less than 10 and it assures that there was no Multi col linearity problem exist among the independent variable.

Table: 4.5. Multi col linearity test of independent variable

Model	Multi col linearity Statistics	
	Tolerance	VIF
Work pressure	.443	2.257
Communication	.207	4.842
trading	.660	1.514
Responsibility	.723	1.320
Co-worker	.657	1.522
Trust	.543	1.632
Commitment	.472	2.65
Structure	.821	1.13

Source: Survey Data (2023)

4.6.2. The effect of organizational climate on employee job satisfaction

In this study, out of the 7 proposed variables, 4 of them were statistically significant in the model while the rest were not significant. The following subsections present the results of multiple regression analysis. Regress considered employee’s job satisfaction as dependent variable and organizational climate dimensions as independent variables.

Table: 4.6. Regression result

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		
	<i>B</i>	<i>Std. Error</i>	<i>Beta</i>	<i>T</i>	<i>Sig.</i>
Work pressure	-.143	.137	-.092	-1.043	.300
Communication	.067	.169	.054	.395	.694
trading	.235	.155	.169	1.514	.133
Responsibility	-.020	.146	-.014	-.139	.890
Co-worker cohesion	-.143	.137	-.092	-1.043	.300
Trust	-.143	.137	-.092	-1.043	.300
Commitment	.675	.118	.493	5.721	.000
Structure	-.120	.145	-.097	-.829	.409

Source: survey result (2023)

As it is observed from table 4.5, the coefficient of multiple correlations R which is the degree of association between employee’s job satisfaction and organizational climate work is 0.716 and adjusted R square is 0.441. The R square value 0.513 of the model summary reveals that the proportion of the variation in employee’s job satisfaction explained by organizational climate jointly is 51.3 %. The remaining 48.7 % of the variance is explained by other variables not included in this study (table 4.6).

The F-statistic also shows that the explanatory variables- organizational climate considered in this study can significantly explain the variation on the dependent variable- employee's job satisfaction at 95% confidence level. Moreover, the result indicates that, when the other variables are controlled, four of the explanatory variables are statistically significant at less than 5% level of significant. Commitment is the best predictor and potentials factors of employee's job satisfaction with Beta value of 0 .493 (table 4.5). This result is in line with Butt, Bhutto and Abbas (2005) who have studied on comparative study of organizational climate and job satisfaction in public, private, and foreign banks on these respective of independent factors like responsibility ($p=0.689$), standard ($p=0.407$), and communication ($p=0.285$) but in consistence with structure ($p=0.015$) with job satisfaction.

As can be seen from table 4.5, training was significant at 5% level of significance with Beta value of -0.265; it has a negative impact on satisfaction. As Training and structure increasing by 1 unit employee's job satisfaction was decrease by the ratio of -0.265. This result shows that training and development has an inverse relationship with employee's job satisfaction. If management is promoting employees on the basis of training and development as long as their performance, it can be further interpreted that the employees are seems to be happy. Even though when employers are getting best structure and Training &, their satisfaction level may decrease as per their training increase.

The reason for this may be before and after organization is giving training of their employees, organization may not considered the level job position after they have gotten Training, not has been arranged the benefit after employees have taken, not has been implemented performance & feedback after they have taken, not has been done need assessment earlier, repetition of short term training on the same issue, not has been planned and implemented fairness, proportionally and concerned body, lake of Quality and methodology of training. Thus this may lead to employees are going to be dissatisfied in their working place. Employees may perceive opportunities to further their knowledge and expertise in a negative light, and also the regression analysis found that this dimension had the negatively impact on job satisfaction. This result is partial consistent with the studies by Castro (2008); Kleberg (2000) and Neumann's (1993) who have found that a significant and positive effect on employee's job satisfaction.

From table: 4.5. The result of multiple regression showed that commitment by beta coefficient value of 0.493 significant at 5% level of significance and was found to be the most important factors of organization climate that affected employee's job satisfaction. And also that influences job satisfaction positively; increasing the level of organizational commitment will necessarily lead to high level of employee job satisfaction which helps to achieve stability. This has shown that, keeping the other entire variable constant, an increase of commitment by one-unit job satisfaction of an employee's increase by 0.493. The positive result has shown that when employees have more Commitment, their job satisfaction level will increase and the employees will satisfy with as per of this unit.

The reason for this significant effect may be that employees are more satisfied for their job by more committed for their job than other benefits. Because they think about how to the customer satisfied. From this main objective of perspective, they are serving the community through delivering and providing health related products to patient class. Hence, this critical, sensitive health issue leads the sense of more committed. In addition to this the basic values of Agency requires the more committed employees and also the Agency has changed the perception and attitude of employees" commitment before and during serving the citizen. In line with this result Latif (2010); Enaye (2013) and Birbirsa *et al.* (2015) have stated that commitment is the positive and significant effect on employs job satisfaction.

4.7. Hypothesis Testing

The null hypothesis testing is based on standardized coefficients beta and P-value to test whether the hypotheses are rejected or accepted.

H01: Co-Worker Cohesiveness has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Co-Worker Cohesiveness has a positive and significant effect on job satisfaction with a beta value (beta = 0.092), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Co-Worker Cohesiveness has a positive and significant effect on job satisfaction

H02: Work Pressure has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Work Pressure has a positive and significant effect on job satisfaction with a beta value (beta = 0.092), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Work Pressure has a positive and significant effect on job satisfaction

H03: Responsibility has no a positive and significant effect on employee's job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Responsibility has a positive and significant effect on job satisfaction with a beta value (beta = 0.014), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Responsibility has a positive and significant effect on job satisfaction

H04: Communication has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Communication has a positive and significant effect on job satisfaction with a beta value (beta = 0.054), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Communication has a positive and significant effect on job satisfaction

H05: Trust has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Trust has a positive and significant effect on job satisfaction with a beta value (beta = 0.092), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Trust has a positive and significant effect on job satisfaction

H06: Trading has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Trading has a positive and significant effect on job satisfaction with a beta value (beta = 0.169), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Trading has a positive and significant effect on job satisfaction

H07: Structure has no a positive and significant effect on employees job satisfaction in real-estate company.

The result of multiple linear regression analysis of table 4.6 above clearly indicates that Structure has a positive and significant effect on job satisfaction with a beta value (beta = 0.097), at 95 % confidence level ($p < 0.05$). Therefore, the researcher reject the null hypothesis and Structure has a positive and significant effect on job satisfaction

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Summary

The purpose of this study was to investigate the effect of organizational climate on employee's job satisfaction with a particular emphasis of Real estate construction projects. In order to identify the most important dimension of organizational climate affecting the level of employee job satisfaction, multiple regressions were used. As the result has shown that from eight dimension organization climates, only four dimension namely, Training, communication, structure and commitment were found to be factors which affect employee's job satisfactions significantly. So these are the important factors of organization climate which is affecting job satisfaction significantly. From these predictor variables commitment is scored the highest beta coefficient of ($\beta=0.493$) significant at 1 % level of significance. This shows that commitment found to be the most determinant of job satisfaction. Thus from this researcher has concluded that not all eight factors of organizational climate have significant effect on employee's job satisfaction.

5.2. Conclusion

Based on this analysis of major findings and discussions which were presented in earlier sections were concluding as follows:-

The descriptive result of study found that commitment and coworker cohesion had a highest average mean. It has shown that the employees have both high commitment and coworker cohesion. The Mean of organizational climate and job satisfaction have indicated that climate of organization is moderate and employees are high satisfied. The mean of trust, responsibility, communication, work pressure and standard have shown the moderate organizational climate factors and Real estate construction projects has been able to create a moderate level to its employees in their working environment. While the mean of structure has shown that the level of structure achievement in the Real estate construction projects is low. Thus from this; the extent of overall organizational climate and level of employees job satisfaction in Real estate construction projects was moderate and good respectively.

In addition to the above descriptive analysis, inferential statistics was also implemented. The significant association findings were noted in all 8 variables of organization climate and only one dimension was insignificant relation with job satisfaction. Variables which were found

significant and positive associated with job satisfaction were; trust, standard, commitment, work pressure, coworkers cohesion, responsibility, structure and communication .In contrary , the factor which was not significant associated with job satisfaction, was supervises support. Thus not all dimensions of organizational climate have significant relation with employee's job satisfaction in Real estate construction projects. The relationship the association of between overall organizational climate and job satisfaction is positive significant at value. This implies that that job satisfaction increases with suitable conditions of organizational climate and vice versa.

5.3Recommendation

In this competitive world, business and Real estate construction organizations require satisfied and committed employees to achieve the intended objective and generate value for the organization. Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the organization and suggestion for other researchers.

- ✓ To create positive organizational climate which increases job satisfaction, management of the organization should focus most on the most antecedents of organizational climate.
- ✓ Followed by this management should be pay attention so as to create conducive organizational climate with satisfied employees, for one variable because this factors have shown near to low level. So the management tries to rise up those factors to higher level of as far as possible as they had been significant correlate and contributed a positive feeling to the job satisfaction of employee.
- ✓ The level of Commitment and coworker cohesion has shown on high position. So management has to be keeping it up.
- ✓ Regards to these dimensions of organization climate, standard, work pressure, responsibility, communication, and trust have shown the moderate level. So management should be increase these factors by using their identity & nature of each factor and based on the reality of organization.

- ✓ The management should designed strategy to reduce the work pressure through arranging the two/three shifts program, arranging an over time working with good compensation, recruiting new employee, relation of existing employees, establish a system for determining appropriate or manageable workload.

- ✓ In order to increase effectiveness of the Real estate construction projects, contribute to reduction in role conflict, role ambiguity and over load, planning activities and using clear rule & regulation, giving detail explanation of mission, vision, values, objective assigned job and job description and also construct clear and concise roles in the organization climate. It helps to clear about roles confusion and implementation idea and routine to insure everyone is clear about operation and responsibility.

- ✓ To enhance the level of employee's commitment the management should try to promote and build commitment, to communicate with employees, to assess their capacity, to engage in various initiatives, to give honest feedback, to develop their strengths, to be openness all over the organization and to match employee's compensation with their performance.

- ✓ Moreover, the managers should also take managerial trainings especially on the human resource aspect which neutralize the arbitrary managerial behaviors and enable them to care for employee's welfare and provide a more secured working place. Because training brings positive change, and enhances employee's knowledge, skills, behavior, aptitude, and attitude towards the requirements of the job and the agency.

- ✓ Good working environment or conditions such as enough working place and well organized office arrangement facilitates the service delivery of the employees for the customers. So, in order to do so, the organization should create a good working condition. Even though employee has reported a moderate organizational climate, management and concerned body should strive to raise its conducive for employees.

Because as the literature said organizational climate should motivate employee to performed best and show commitment to the organization, enhancing work condition to support the organization mission and impacting on job satisfaction and also the condition under which jobs have performed as much impact on people effectiveness, comfort and safety.

Generally, from the above regression of data analysis and result, Management should be use one to five formation for raise both autonomy and task orientation. Commitment and all are the determinant factors of the Real estate construction projects. Due to this management should be take care and give great attention for these the most predictor's factors and give correction for Arrangement of structure and Training & has to be corrected as soon as by using further study after feedback has been done.

5.4. Suggestion for future research

- ✓ Some other relevant factors that may be perceived as important by employees, but those were excluded from this study. These factors like Recognition & Reward, team work, performance management, Transformation & Diversity, gender issue, identity, Innovation
 - & flexibility, Challenge & Risk taking and policy agreement and decision making.
- ✓ It would be worthwhile to conduct further study with the employees using some open ended questionnaire, interview and observation to determine the real perceptions or opinions about organizational climate and job satisfaction.
- ✓ The longitudinal study design shall be done.
- ✓ All Organization's branches should be studied with larger sample size of population.
- ✓ Future research can also be carried out to determine the effect of other demographic variables which are not identified in the present study.

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Annex-1

Multicollinearity

<i>Test Items</i>	<i>CC Value</i>
Trust * satisfaction	.478
Training & dev't * Satisfaction	.545
Structure* Satisfaction	.486
Responsible * Satisfaction	.530
Coworker cohesion* Satisfaction	.538
Work pressure * Satisfaction	.557
Commitment * Satisfaction	.557
Standard * Satisfaction	.600

St. Mary's University
School of Postgraduate Studies
Master of business administration
Research Questionnaire

Dear Real Estate employee:

I am MBA student at St.Mary's University. As part of my studies, I am carrying out a research on the effect of organizational climate on employee's job satisfaction in case of Real estate company.

Objective of the study: to examine the effect of organizational climate on employee's job satisfaction.

You have been selected to participate in this survey, and I would appreciate you for answering all the questions. Please answer the following questions **as candidly as you can!** Please be assured that the responses you give are for academic purposes only and don't put your name on the questionnaire. No individual answers will be analyzed. Rather, only composite information will be used.

Thank you for your assistance in providing this valuable information.

Samrawit Arage,- phone (+25190274736)

Annex-2

Section 1 Personal Information Questions (tick ✓ the box)

- 1. Gender: Male Female
- 2. Age:?
- 3. Please indicate your education level. 7th-8th 9th-10th Grade 12th Completed
 Certificate Diploma First Degree Masters and above
- 4. What is your job level as per the organization’s title -----?
- 5. Years of service at this organization?
 0 to 1 year 2 to 3 years 4 to 5 years 6 to 10 years 11 years and longer

Part II. Organizational climate questionnaire (OCQ)

Instructions: Please tick ✓the number that you feel most appropriate, using the scale from 1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3= neutral, 4 = agree and 5 = strongly agree
 You may rank 1, 2, 3, 4, or 5, Please circle or Highlight your answer in bold.

Strongly Disagree 1 2 3 4 5. Strongly Agree

<i>Code</i>	Statements	1	2	3	4	5
	Work pressure					
Wkp1	There is constant pressure to keep working.					
Wkp2	There is always seems to be urgency about every things					
Wkp3	Employees cannot afford to relax					
Wkp4	Everybody works too hard.					
Wkp5	There is time pressure					
Wkp6	It is very hard to keep up with your work load					
Wkp7	You can’t take it easy and still get your work done					
Wkp8	There are always deadlines to be met					
Wkp9	Employees often have to work overtime to get their work done					
	Commitment					
Comt1	I always speak favorably about my organization to my friends and others					

comt2	I am willing to put extra effort when necessary to complete the assigned job					
comt3	I am committed to the values of my organization					
comt4	I am proud to tell others that I am part of this organization					
comt5	I would accept almost any types of job assignment to continue working in the organization					
	Trading					
tra1	In this Organization we set very high standards for performance.					
tra2	Our management believes that no job is so well done that it couldn't be done better.					
tra3	Around here there is a feeling of pressure to continually improve our personal and group performance					
tra4	Management believes that if people are happy, productivity will take care of itself.					
tra5	To get ahead in this Organization it's more important to get along than it is to be a high producer					
tra6	In this Organization people seem take much pride in their performance.					
	Responsibility					
Resp1	We do not rely too heavily on individual judgment in this Organization; the most judgment is depended on group or committee					
Resp2	Around here management resents your checking everything With them; if you think you've got the right approach you just go ahead					
Resp3	Supervision in this Organization is mainly a matter of setting guidelines for your subordinates; you let					

	them take responsibility for the job.					
Resp4	Our philosophy emphasizes that people should solve their problems by themselves					
Resp5	There is an not awful lot excuses around here when somebody make a mistake					
Resp6	In this Organization Individuals are willing to take responsibility.					
	Co-worker cohesion					
COWC 1	Employees go out of their way to help a new employee feel comfortable.					
COWC 2	The atmosphere is somewhat impersonal.					
COWC 3	Employees don't take a personal interest in each other					
COWC 4	Employees do things together after work.					
COWC 5	Employees are generally frank about how they feel.					
COWC 6	Employees often eat lunch together					
COWC 7	Employees who differ greatly from the others in the organization get on well.					
COWC 8	Employees often talk to each other about their personnel problems.					
COWC 9	Often Employees don't make trouble by talking behind other's backs.					
	Trust					
Tr1	I trust my immediate manager.					
Tr2	My immediate manager trusts me.					
Tr3	I believe what my immediate manager says.					
Tr4	Management delivers what they promise.					
Tr5	Management is transparent.					
	Communication					
Com1	Changes are well communicated to those most					

	directly affected.					
Com2	My immediate manager listens carefully to his/her staff.					
Com3	My immediate manager clarifies misunderstandings if needed.					
Com4	My immediate manager conducts staff meetings in an effective manner.					
Com5	The organization's future plans (strategy) have been clearly communicated to me.					
Com6	I am informed of changes before they actually happen.					
Com7	My immediate manager does a good job of sharing information.					
	Structure					
Str1	Organizational vision, mission, values, goals and objectives are clearly defined that influence me for better performance.					
Str2	In this Organization it is sometimes who has assigned position to make a decision					
Str3	The policies and organization structure of the Organization have been clearly explained					
Str4	Excessive rules, administrative details, and red-tape are few here that makes easy for new and original ideas to receive consideration					
Str5	Our productivity don't.0 suffers from lack of organization and planning					
Str6	In some of the projects I've been on, I have been sure exactly who my boss was					
Str7	Overall communication structure seen in the organization is well planned and clearly defined					

Part III. Job satisfaction questionnaire (JSQ)

Please tick ✓the number that you feel most appropriate, using the scale from 1 to 5

(Where 1 = strongly disagree, 2 = disagree, 3 = neutral 4= agree 5=strongly agree) Job satisfaction

Code	Job satisfaction question	1	2	3	4	5
Saf1	I feel fairly satisfied with my present job.					
satf2	Most days I am enthusiastic about my work					
satf3	Each day at work seems like it will never end					
satf4	I find real enjoyment in my work.					
satf5	I consider my job to be rather pleasant					