

Dire Dawa, Ethiopia

Declaration

I the undersigned declare that this thesis (**The effect of Organizational Culture on Job Satisfaction among employees of Dire Dawa Administration: A comparative study between public Enterprises and Administrative Organizations**) is my work. It has not been submitted for a degree in other university and all the materials used in this study have been duly acknowledged.

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Statement of Certification

This is to certify that Nega Sehne Zekargachew has carried out her research work on the topic entitled “The effect of Organizational Culture on Job Satisfaction among employees of Dire Dawa Administration: A comparative study between public Enterprises and Administrative Organizations” is submitted for examination with my approval as thesis.

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Acronyms and Abbreviations

AO: Administrative Organizations

OC: Organizational Culture

JS: Job Satisfaction

JSS: Job Satisfaction Survey

HR: Human Resource

PE: Public Enterprises

DDCA: Dire Dawa City Administration

OCAI: Organizational Culture Assessment Instrument

SPSS: Statistical Packages for Social Science

Abstract

The aim of this study was to examine the effects of organizational culture on Dire Dawa public servant's job satisfaction in case of Dire Dawa Administration Public Enterprises and Administrative Organizations. Descriptive and explanatory research design was used. The target population covered 507 permanent employees of seven public organizations and 220 was samples drawn. The Stratified sampling technique was used. The study used questionnaires as a tool for data collection. Two separate instruments Job Satisfaction Survey and Organizational Culture Assessment Instrument were used to measure job satisfaction and organizational culture respectively. Pearson correlation and multiple linear regression analysis were employed to estimate the causal relationships between organizational culture and job satisfaction. Finally, the responses of the respondents were analyzed using descriptive Statistics, correlation, and regression. The findings of this study revealed that adhocracy culture and hierarchy culture was the dominant culture for Public Enterprises and public Administrative Organizations respectively. On top of this, there was a positive and moderate relationship between organizational culture and employees' job satisfaction in both samples. In addition, the level of employees' job satisfaction higher mean levels of organizational culture and job satisfaction in Public Enterprises than in Administrative Organizations. Associations between the two variables were significantly positive with small differences between the two stratum. So, the public Administrative organizations leaders should improve the level of employees' job satisfaction, and retain them through actually practicing an effective type of organizational culture types and creating conducive environment for employees. The result of the study recommends that the organization should be encourage their employee to develop consistent culture through training and development program and employees to be innovative, creative and entrepreneurial.

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

CHAPTER ONE

INTRODUCTION

1.10 Background of the study

In this contemporary age all organizations are facing different challenges due to social, cultural and economic changes and employees developed certain type of culture among them in the organizations. Organizations consist of employees and complex social structures which is active in nature. Employees are one of the most important determinants and primary factors that determine the success of an organization (Syed, Mohammad and Minhon, 2011).

Scholars in organization management began giving series attention to the concept of organizational culture in the late 1970s, and it began to attract significant attention in the early to mid-1980s. The main disciplinary foundations of organization culture are sociological and anthropological. Sociology studies people have contributed to their study of group behaviors in organizations in relation to their culture and Anthropologists' help to understanding of cultural differences in fundamental values, attitudes, and behavior among people in different countries and within different organizations (Robbins & Judge, 2017). Building on insights from sociology and anthropology, organizational scholars argued that organizations could have unique cultures, which direct the attitudes and actions of organizational members.

Researchers have been identified more than 150 definitions of culture (Kluckhohn, Kroeber, and Meyer, 1952); A review of the literature on culture in organization studies reveals that a “majority of writers agree that the concept of culture refers to a set of shared values, beliefs, underlying assumptions, expectations, and definitions that characterized organizations and their members. That is the functional and sociological perspective has come to predominate”.

Most discussions of organization culture (Cameron and Ettington, 1988; Schein, 2010; Cameron & Quinn, 2011) agree that culture is a socially constructed attribute of organizations that serves as a binding an organization together and these foundation become reason for scholars to define organizational culture in different ways.

Also, according to Tarek, Juana & Mariam (2015), the characteristics related to the individuals, the working environment, the society, the external market, the economy, and even the country's cultural framework have an effect in determining the organizational culture.

Organizational culture could significantly manipulate organizational outcomes, reasoning that culture could be used as a resource to affect employee actions, distinguish firms from one another, and create competitive advantage for those with superior cultures (Cameron & Quinn, 2011). As such, understanding organizational culture has traditionally been seen as a path for equipping business leaders with the tools needed to enable effective performance through the creation and management of an appropriate culture.

Although early studies of organizational culture generally discovered it as consistent among employees, across levels and between departments, subsequent work spoke to the possibility of heterogeneous manifestations of culture within individual or group organizations. Organizational culture also covers concepts that would have a profound impact on the lives of individuals and communities as a force that makes people involved in the organization and permeates all aspects of the organization and it can be seen as a driving factor in the dynamic and progressive movement of organization (Zarel Matin, 1995).

Organizational culture influences various things inside the organization as performance, commitment and employees satisfaction. Motivated human resources are the most effective factors in fulfillment of organizational goals and this aim is rooted in their job satisfaction and happiness (Kline & Boyd, 1991). Job satisfaction is a “mental phenomenon as the result of relationship between attitude, behavior and feelings people have toward their job”. When a person says he is satisfied with his job, it means that he really loves his job and he has good feeling about it and his job is valuable (Field & Abelson, 1982).

On the other hand, if organizational culture does not match with employee's value system; it may cause dissatisfaction and stress on the employees even if organization has best legal frame work (Field & Abelson, 1982; Kline & Boyd, 1991).

Therefore, it is a constant and continuous challenge for organizational to really work on understanding types of organizational culture contribute to improved satisfaction levels of their employees. Besides delivering their services to their customers, it is crucial that organization work on identifying the employees driving factors that boost the satisfactions of their work force. In order to achieve organizations' mission and to create loyal employees it is important to have satisfied human resources in the organizations (Kline & Boyd, 1991). But, identifying and obtaining of the driving factor that create employees job satisfaction is important as well as challenging task to all organizations.

Therefore, the main concern of this study is to identify the dominant culture and identify more satisfied employees by compare and analyze of public enterprises organizations and public administrative organizations employees with relation to organizational culture and job satisfaction. It is also examine the effect of organizational culture on job satisfaction among employees of the stratum. Moreover, the study aims to discover answers to what level organizational culture affect employee job satisfaction.

In this study, the researcher groups the Dire Dawa Administrative public organizations in to two stratum in order to compare the effect of organizational culture on employees' job satisfaction. These stratum are public enterprise and administrative organizations which is based on characteristics related to their nature and the working environments.

The first stratum of organizations is public enterprise. Public enterprises are a business organization entirely owned by the administration and controlled through a public authority. These enterprises are engaged in public utilities and services and they have autonomy or semi-autonomy in operations. Also they have separate legal status. For instances, Dire Dawa water supply and sewerage Authority, Dire Dawa mass media enterprise and Dire Dawa Revenue Authority are public enterprises those organized under stated characteristics.

The second stratum is public administrative organizations. This stratum is government departments and other public agencies which provide various services to the people regardless of financial profit and their purpose is to promote the welfare of the people. Examples of public administrative organizations are Educational Bureau, Civil

service bureau and Trade Investment & industry Bureau. In this research, the researcher analyses the type of organization cultures, identifies the dominant organization culture type and finally compares the impact of organizational culture on employees' job satisfaction in these two groups of public organizations.

1.11 Statement of the problem

Public sector reforms had been implemented in Ethiopia for the last two decades. In this reform, the government intended that public sector organizations should be managed more like private sector organizations. However, the reform does not have given emphasis on the importance of organizational culture and its impact on employees' job satisfaction. In practice, organizational culture is considered as a 'powerful force' affecting a public organization's well-being and success (Baird, 2014).

Culture of the organization is the company's overall action and decision that is demonstrated by its employees in day-to-day operation. So, managers of the organization should be understood, monitored, and actively handled to create a similar understanding of culture about their organization to motivate and get employees' job satisfaction. Because employees are the most valuable assets that can create comparative advantage and their contribution is mandatory in achieving the organizational mission and vision (Armstrong, 2009).

In addition, various scholars agree that job satisfaction in the workplace leads to innovation, creativity in business, increases service, reduces employee turnover, and increases mental and physical health of employees (Mulugeta, 2015; Fatima, 2016). As per those academicians who emphasize the importance of job satisfaction, organizational culture is one of the most important reasons for workers' attempt to stop their jobs when they feel uncomfortable with an organization-specific job area. On the other hand, when workers are dissatisfied with a job sphere, which differs significantly across jobs within an organization, they normally consider for another position in their current organization or quit the organization at all.

As per the information gathered by the researcher from the experts of Dire Dawa civil service bureau, many Dire Dawa public organizations have been recruiting frequently various employees from time to time. When perceived the organizations' report, there is high employees' turnover at administrative level for the last three years. If

the employees frequently leave the organization, that organization always lost experienced employees and that might lead to inefficiency and ineffectiveness in accomplishing its mission and vision. It is known that to deliver quality services to the public, the public organizations need to have well experienced and educated experts in their organizations'. However, the Dire Dawa public organizations have been losing competent and experienced employees from time to time and because of this, the organizations faces disaffection of their customers.

There are many driving factors that affect employees' job satisfaction. According to Spector (1985), pay, promotion, supervision, fringe benefits, nature of the work and communication have an effect on job satisfaction. In addition to these factors, study shows that the type of organizational cultures also significantly determines employees' job satisfaction. Because organizational culture is important source of stability and continuity to the organization which provides a sense of security to its members (Elizabeth Mulugeta, 2017). However, in Dire Dawa administration level, does not give emphasis the impact of organizations cultures contributions on employees' job satisfactions and also, no research is obtained related with this issues at administrative level.

Therefore, this study will be aimed to assess and compare the effect of organizational culture on job satisfaction in public enterprises and public administrative organizations in Dire Dawa Administration and suggests the better organizations culture type that promotes employees' job satisfaction and encourages employees to stay in. Particularly, this study will be compare the types of the organizational culture that have a positive impact on employees' job satisfaction by taking samples from public enterprises and administrative organizations.

1.12 Objectives of the study

This study sets the following general and specific objectives and also to achieve such research objectives, the researchers sought to answer the following research questions

1.12.1 General Objective

The general objective of the study is to investigate and compare the effect of organizational culture on employees' job satisfaction among employees of Dire Dawa Public Enterprises and Administrative Organizations.

1.12.2 Specific Objectives

To accomplish the overall objective of the study, the researcher raises the following specific objectives:

1. To identify the existing dominant culture type in public enterprises and administrative organizations
2. To examine relationship between organizational culture and employees job satisfaction public enterprises and administrative organizations
3. To examine the level of job satisfaction in public enterprises and administrative organizations.

1.13 Research Question

Based on the above stated problems the study will tries to address the following research questions:

1. Which organizational culture is a dominant and organized culture between public enterprises and administrative organizations?
2. What is the level of job satisfaction in public enterprises and administrative organizations?
3. Does the correlations, between the organizational culture and job satisfaction, differ between the public enterprises and administrative organizations?

1.14 Significance of the Study

The findings of the research are expected to contribute its own part for different purpose. The main significance of this research has the benefit to various public managers in designing strategies to improve organizational culture as well as strategies on employee job satisfactions within the Dire Dawa Administration. Also, this research gives clues for other researchers in the area of organizational culture and job satisfaction.

1.15 Scope of the Study

Dire Dawa administration is one of the city administrations in Ethiopia; it has above 48 public organizations throughout the city, so it is difficult to address conduct a research from all organizations due to time and financial capacity constraints. Therefore, this study was covered only three public enterprises and four administrative organizations. The selection has based on number of their employees and availability to the researcher. Also, the public organizations has selected in order to maximize the information collects from participant that has significant impact on generalization to the population. The remaining public organizations will not include, because of the similarity of the nature of the organization, employee's background, work experience and due to the time constrains.

There are different organizational culture dimensions and job satisfaction dimensions. However, this study was delimited to the study of organizational culture through its dimensions__ clan, adhocracy, hierarchy, and market and overall job satisfaction. Time wise, the study used documents of the organizations' used as secondary data that cover the period July 2015- March 2019 G.C which shows trends of employee turnover.

1.16 Operational Definitions

The following definitions were applied to form the basis of this research.

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

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

➤ **Public Enterprises:** for this study they are public organizations that established by their own proclamations, have rights to hire and have their own salary scale and also have enterprises nature.

➤ **Administrative Organizations:** is a government departments and other public agencies which provide various services to the people regardless of financial profit and their purpose is to promote the welfare of the people

1.17 Limitation of the Study

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

1.18 Organization of the Study

This study has five chapters. The first chapter provides background of the study, statement of the problem, objectives of the study, significance of the study, delimitation of the study, limitation of the study, and definition of key terms. In chapter two presents a review of the related literature on the concept of organizational culture, types of organizational culture, levels of organizational culture, concept of employee job satisfaction and the relationship between organizational culture and employees' job

satisfaction. The third chapter will presents research design, data sources, sampling technique, instruments of data collection, procedures of data collection, methods of data analysis and ethical considerations. The fourth chapter deals with the presentations, analysis, and interpretation of data. Finally, chapter five summarizes the investigation up on bringing the findings obtained, the conclusions drawn, and the recommendations made.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.7 Introduction

This part of the study address relevant conceptual issues, theoretical framework and empirical review related to the topic of the study. It includes the definition and concept such as organization culture, employees' job satisfaction and relationships organization culture and employees' job satisfaction by focusing on previous research in this area and present reviewed literature relevant to this study.

2.8 Concepts of Organizational Culture and employees' job satisfaction

2.8.1 Concepts of Organizational Culture

From human relations approach, employees have been accepted as the most important component of the organizations. In order to make organizations much more effective and productive, perceptions of employees have become more important. As it's a concept is related to the perceptions of employees, organizational culture has been attracting many researchers to enhance employees' effectiveness (Cameron & Quinn, 2011). Organizational culture stands as the center from which all other factors of human resource management derive. It is believed that culture stands as commitment, motivation, morale, and satisfaction.

In this globalization era organizational leaders, managers, and academic researchers are demonstrating an increased interest in understanding the concept of organizational culture because of different motives (Denhardt, 1991; Jreisat, 1997; Zamanou and Glaser, 1994). While specific reasons for this increased attention vary, it is likely that the primary motive for the growing interest resides in the credit that organizational culture is an important factor in organizational effectiveness (Denison, 1990). accordingly, "Given that corporate culture is crucial to organizational effectiveness, it follows that a key task of managers is to understand, monitor, and actively manage the culture of their organization" (Cameron & Quinn, 2011).

Understanding an organization's culture can also provide insight into the history of the organization, as well as key events that may have helped shape the identity of the

organization (Cameron & Quinn, 2011). Indeed, increased knowledge about organizational culture can provide leaders, managers, and researchers with special insight regarding fundamental characteristics of an organization (Schein, 1984), that will help in managing or changing the culture. In addition to these reasons, it is important to note that managing an organization's culture can be one of the most intimidating tasks faced by leaders (Schein, 1984), while monitoring an organization's culture to ensure that it remains aligned with the external environment is essential to the perpetuity of that organization (Valle, 1999).

2.8.2 Definition of Organizational Culture

The definitions of organizational culture contradictory and vary from researcher to researcher and from expert to expert. The concept of culture originated from the combination of many disciplines like organizational psychology, social psychology and social anthropology. They have produced a literature rich in descriptions of alternative cultural system containing profound implication for managers working outside their native countries (Kotter & Heskett, 1992).

There is no universally accepted definition for the concept of organizational culture. However there seems agreement on impact of culture on organizational effectiveness. Thus, it is better to see some of the definitions of organizational culture. For instance, Mullins (2004) defined organizational culture as reflecting the underlying assumptions about the way work is performed; what is 'acceptable and not acceptable'; and what and what behavior and actions are encouraged and discouraged.

Schein (1984) defined the term organizational culture as it is the pattern of shared basic assumptions – invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration – that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems.

Organizational culture shows how employees perceive the characteristics of an organization, not whether they like them that is, it's a descriptive term. Research on organizational culture has wanted to measure how employees see their organization. In contrast, job satisfaction seeks to measure how employees feel about the organization's expectations, reward practices, and the like (Robbins& Judge, 2013).

Organizational culture is made up of shared values, beliefs and assumptions about how people should behave and interact, how decisions should be made and how work activities should be carried out. Organizational culture includes organizational rituals, ceremonies, the language commonly used, the norms shared by individuals, teams throughout the organization. In addition organization culture includes dominant values held by the organization, the philosophy that guides management's policies and decision making. None of these components individually represents the culture of the organization (Hellriegel & Slocum, 2011).

Schwartz and Davis (1981) suggested that culture is rooted in totally held beliefs and values in which individuals hold a substantial investment as the result of some processing or analysis of data about organizational life. These beliefs and values create situational norms that are evidenced in observable behavior.

Under chartered Management Institution check list 232 (nd), Organizational culture is the way that things are done in an organization, the unwritten rules that influence individual and group behavior and attitudes. According to the check list 232 the factors which can influence organizational culture include: the organization's structure, the system and processes by which work is carried out, the behavior and attitudes of employees, the organization's values and traditions, and the management and leadership styles adopted.

In general, review of the literature on culture reveals the fact that most of culture is hidden from the eye of the beholder and a majority of writers agree that organizations culture can only be fully understood through culture produces or output the everyday reality of an organization. As a comprehensive concept culture could be includes belief, ideology, custom, norm, tradition, knowledge, and technology, and it is an essential factor that influences the behavior of an organization and its members (Schabracq, 2007).

In this study, organizational culture of Dire Dawa public service as an administration is conceptualized using the Competing Values Framework Approach (CVF) by Cameron & Quinn, (2011). CVF provides a method for helping managers, leaders and change agents and their organizations analyze their culture and develop reliable and valid measurement tools, and thus, it is widely used as a framework to

diagnose organizational culture. Competing Values Framework Approach (CVF) yields four cultural types: clan (collaborate), market (compete), adhocracy (create) and hierarchy (control). The overview of each culture type is presented under types of organizational cultures.

2.8.3 Level of Organizational Culture

The level of organizational culture is the degree to which the cultural conditions that is visible to the observer of the organizations and others. It can be analyzed at several different stages or levels range from the very tangible overt manifestations that individual can see and feel to the deeply embedded, unconscious, basic assumptions. So, the organizational culture according to Schein (2010) there are three levels of culture go from the very visible to the very tacit and invisible.

Artifacts express the visible organizational structure and process because of the surface is artifacts level, which includes all the phenomena that one sees, hears, and feels when one encounters a new group with an unfamiliar culture. Artifacts include the visible products of the group, such as the dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization and the architecture of its physical environment. The most important point to be made about this level of the culture is that it is both easy to observe and very difficult to decipher.

The next level according to Schein which constitute the organization culture is the beliefs and values of the employees. Espoused Beliefs and Values refers ideals, strategy, goals, values and aspirations of the organization all group learning ultimately reflects someone's original beliefs and values, his or her sense of what ought to be, as distinct from what is. When a group is first created or when it faces a new task, issue, or problem, the first solution proposed to deal with it reflects some individual's own assumptions about what is right or wrong, what will work or not work, until the group has taken some joint action and together observed the outcome of that action, there is not as yet a shared basis for determining whether what the leader wants will turn out to be valid

The third level of organization culture is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. Basic underlying assumptions level of organizational culture indicated that unconscious,

taken for granted beliefs, perceptions, thoughts, and feelings Basic assumptions, like theories in use, tend to be nonconfrontable and non-debatable, and hence are extremely difficult to change. When a solution to a problem works repeatedly, it comes to be taken for granted and it is the ultimate source of values and action.

Generally, it is clearly shown that organizational culture elements could be analyzed at different levels, based on the degree to which the cultural elements are visible to individuals. Some managers focus on the most outer or visible cultural elements while others on the most inner or invisible cultural elements. As the organization matures, artifacts take on a primary role in creating and sustaining the culture. Thus, the organization's future leaders will learn acceptable ways to behave through such artifacts as the organization's structure, systems and procedures, rites and rituals, and myths and legends.

2.8.4 Model of Organizational Culture

Scholars developed different models on organizational culture that include different qualities driven by beliefs and assumptions that create unique organizational culture. One reason so many dimensions have been proposed is that organizational culture is extremely broad and inclusive in scope. It comprises a complex, interrelated, comprehensive, and ambiguous set of factors (Cameron & Quinn, 2011). Dolan and Lingham (2012) have summarized some of the main organizational culture models such as Deal and Kennedy Model, Charles Handy Concept and Edgar Schein Model. In addition to these models, the Denison model and Hofstede's model also include in this part. Common to all model of culture and the linkages to organizational success stress that values of employees need to be aligned with vision and mission of the company.

2.8.4.1 Deal and Kennedy Model

Dolan and Lingham (2012) tried to summarize the model as follows. The model measured organization in respect of feedback or instant response accordingly four classification of organizational culture were developed. These are Tough-Guy Macho Culture, Work Hard / Play Hard Culture, Bet your Company Culture & Process Culture.

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

2.8.4.2 Charles Handy Concept

The second model that Dolan and Lingham (2012) discussed in detail is Charles Handy Model. Organizational structure is the base for this model to classify organizational culture in to four. The first classification of culture is a Power Culture. It is power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy. The second classification is a Role Culture and it's characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power. The third classification is a task culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure. The last classification is a person culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the

concept of an organization suggest that a group of like-minded individuals pursue the organizational goals.

2.8.4.3 Edgar Schein Model

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

The next level deals with the perceived culture of an organization's members. At this level, company slogans, mission statements and other operational belief are often expressed, and local and personal values are widely expressed within the organization. Finally, the third and deepest level depicts the organization's tacit assumptions. These are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members. Many of these unspoken rules' exist without the conscious knowledge of the membership.

2.8.4.4 Denison Model

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

Mission is the first trait whereby organizations devise meaningful long-term direction and organization with this trait clearly defines Strategic direction, Vision, Goals and Objectives of the company. Mission involves defining a meaningful long-term direction for the organization. A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape

current behavior by envisioning a desired future state. Strategic direction, vision and intent, goals and objectives are the indices of the mission trait.

Involvement is the second organizational trait which ensures the participation of employees in decision making; it also relies on team effort to get work done and continual investment in the development of employee's skills. In other words, involvement is building human capability, ownership, and responsibility. Thus, organizational cultures characterized as "highly involved" strongly encourage employee involvement, and create a sense of ownership and responsibility. They rely on informal, voluntary, and implied control systems, rather than formal, explicit, bureaucratic control systems.

Consistency is the third trait which stresses on maintenance of the status quo by being well coordinated and well integrated also the organization devises clear agreement about the right way and the wrong way to do things. Furthermore, consistency deals with defining the values and systems that are the basis of a strong culture. It also provides a central source of integration, coordination and control. Consistent organizations develop a mindset and a set of organizational systems that create an internal system of governance based on consensual support also has clear set of do's and don'ts. Coordination and integration, agreement and core values are indices of the consistency trait.

Adaptability is the last trait that depicts the ability of the organization in translating the demands of the business environment into action through creating change, customer focus and organizational learning environment. It deals with translating the demands of the business environment into action. Organizations hold a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal behavioral changes that increase its chances for survival, growth and development. Creating change, customer focus and organizational learning are indicators of the adaptability trait.

2.8.4.5 Hofstede's Dimensions of National Cultures

Cultures vary in their underlying patterns of values and attitudes. The way people think about such matters as achievement, wealth and material gain, and risk and change may influence how they approach work and their relationships with

organizations. A framework developed by Hofstede (1980) offers one approach for understanding how value differences across national cultures can influence human behavior at work.

The five dimensions of national culture in his framework can be described as follows: The first four dimensions in Hofstede's framework were identified in an

extensive study of thousands of employees of a multinational corporation operating in more than 40 countries. The fifth dimension of long term or short term orientation was added from research using the Chinese Values Survey conducted by cross cultural psychologist Michael Bond and his colleagues. Their research suggested the cultural importance of Confucian dynamism, with its emphasis on persistence, the ordering of relationships, thrift, sense of shame, personal steadiness, reciprocity, protection of face, and respect for tradition. Hofstede framework, it is important to remember that the five dimensions are interrelated, not independent. According to Hofstede (1980) the followings are meaning of the cultural dimensions.

Power distance is the willingness of a culture to accept status and power differences among its members. It reflects the degree to which people are likely to respect hierarchy and rank in organizations. Power distance is a culture's acceptance of the status and power differences among its members.

Uncertainty avoidance is a cultural tendency toward discomfort with risk and ambiguity. It reflects the degree to which people are likely to prefer structured versus unstructured organizational situations.

Individualism collectivism is the tendency of a culture to emphasize either individual or group interests. It reflects the degree to which people are likely to prefer working as individuals or working together in groups.

Masculinity femininity is the tendency of a culture to value stereotypical masculine or feminine traits. It reflects the degree to which organizations emphasize competition and assertiveness versus interpersonal sensitivity and concerns for relationships.

Long term or short term orientation is the tendency of a culture to emphasize values associated with the future, such as thrift and persistence, or values that focus largely on the present. It reflects the degree to which people and organizations adopt long term or short term performance horizons

2.9 Type of Organization Culture

2.9.1 Strong versus Weak Cultures

According to Robbins and Judge (2013) it is indicated that in a given organization that the culture to be strong and weak so it's possible to differentiate between strong and weak cultures. If most employees have the same opinions about the organization's mission and values, the culture is strong. If opinions vary widely, the culture is weak. In a strong culture, the organization's core values are both intensely held and widely shared. The more member accept the core values and the greater their commitment, the stronger the culture and the greater its influence on member behavior, because the high degree of sacredness and intensity creates a climate of high behavioral control.

A strong culture should reduce employee turnover because it demonstrates high agreement about what the organization represents. Such unanimity of purpose builds cohesiveness, loyalty, and organizational commitment. These qualities, in turn, lessen employees' propensity to leave. One study found that the more employees agreed on customer orientation in a service organization, the higher the profitability of the business unit (Robbins and Judge, 2013).

Strong culture was conceptualized as a coherent set of beliefs, values, assumptions, and practices embraced by most members of the organization that emphasis on the degree of consistency and the pervasiveness of consistent beliefs, values, assumptions, and practices (Hudrea, 2006).

Dominant culture expresses the core values a majority of members share and that give the organization its distinct personality. Subcultures tend to develop in large organizations to reflect common problems or experiences members face in the same location (Robbins, 2002).

According to Langton and Robbins (2002) the organization consists of the following cultural nature within the given organization to the significant consideration of culture so the organization culture contains both dominant and subcultures.

2.9.2 Competing Values Framework Approach

Organizational culture is conceptualized using the Competing Values Framework Approach (CVF) by Cameron & Freeman (2011). The CVF evolved out of research to determine the key factors of organizational effectiveness. The CVF identifies the underlying two dimensions of organizing that exist in almost all human and organizational activity.

The first effectiveness dimension is whether an organization has an internal or external orientation. The internal orientation focusing on inward development, collaboration, integration of activities, coordination, and so on; the external orientation; looking at the market, what's possible with the latest technology, what competitors are doing, diversifying activities as a result. Both internal and external attention is needed for an organization to be successful in the long run but depending on the environment an organization will have a dominant preference.

The second defining dimension of organizational effectiveness and culture is the stability-flexibility. Organizations either prefer to organize in a way that fosters stability - or flexibility. The stability view values clear structures and assumes that the reality can be known and controlled. The flexibility view assumes the opposite and prefers a flexible attitude and way of organizing to adapt quickly to changing circumstances.

These intersections of the two dimensions form four types of dominant organizational culture: clan, adhocracy, market and hierarchy. Based on the CVF, Cameron and Quinn (2011) developed the organizational culture assessment instrument (OCAI) to determine the organization's dominant culture type. The OCAI is practically tested by different researchers and its validated and reliable also recognized that the

instrument that can be utilized to assess the influence of organizational culture on the organizational variables of this study is proofed.

The six items describe some of the fundamental manifestations of organizational culture. These dimensions are not comprehensive, of course, but they address basic assumptions (dominant characteristics, organizational glue), interaction patterns (leadership, management of employees), and organizational direction (strategic emphases, criteria of success) that typify the fundamentals of culture (Cameron & Quinn, 2006).

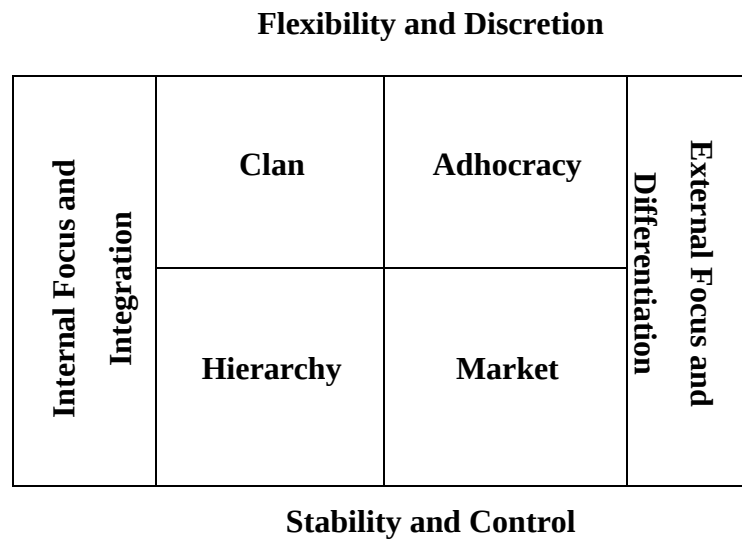


Figure 2.1: *The competing values frame work* Source: (Cameron and Quinn, 2006, p. 49)

The above framework refers to whether an organization has a predominant internal or external focus and whether it competes for flexibility and individuality or stability and control. The framework is based on the four dominant culture types (Clan, Adhocracy, Market, and Hierarchy). Each culture types of competing value framework details are summarize as follows.

2.9.2.1 Hierarchy (Control) Culture

The organizational culture compatible with this form is characterized by a formalized and structured place to work. The procedures govern what people do. Effective leaders are good coordinators and organizers. Maintaining a smoothly running organization is important. The long term concerns of the organization are stability, predictability, and efficiency. Formal rules and policies hold the organization together.

2.9.2.2 Market (Compete) Culture

Competitiveness and productivity in market organizations are achieved through a strong emphasis on external positioning and control in the Figure 2.1. Market culture, as assessed in the OCAI, is a result oriented workplace. Leaders are hard driving producers and competitors who are tough and demanding. The glue that holds the organization together is an emphasis on winning. The long term concern is on competitive actions and achieving stretch goals and targets. Success is defined in terms of market share and penetration. Outpacing the competition and market leadership are important.

Generally, the basic assumptions in a market culture are that the external environment is hostile rather than benign. Consumers are choosy and interested in value, the organization is in the business of increasing its competitive position, and the major task of management is to drive the organization toward productivity. It is assumed that a clear purpose and an aggressive strategy lead to productivity and profitability (Cameron & Quinn, 2006).

2.9.2.3 Clan (Collaborate) Culture

A third ideal form of organization is represented by the upper left quadrant in Figure 2.1. It is called a clan because of its similarity to a family type organization. Some basic assumptions in a clan culture are that the environment can best be managed through teamwork and employee development. Customers are best thought of as partners, the organization is in the business of developing a humane work environment.

The major task of management is to empower employees and facilitate their participation, commitment, and loyalty. The clan culture, as assessed in the OCAI, is typified by a friendly place to work where people share a lot of themselves. It is like an extended family. Leaders are thought of as mentors and perhaps even as parent figures. The organization is held together by loyalty and tradition. The organization emphasizes the long term benefit of individual development, with high cohesion and morale being important. Success is defined in terms of internal climate and concern for people. The organization places a premium on teamwork, participation, and consensus (Cameron & Quinn, 2011).

2.9.2.4 Adhocracy (Create) Culture

According to Cameroon & Quinn (2011) adhocracy culture, as assessed in the OCAI, is characterized by a dynamic, entrepreneurial, and creative workplace. People stick their necks out and take risks. Effective leadership is visionary, innovative, and risk oriented. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being at the leading edge of new knowledge, products, and services. Readiness for change and meeting new challenges are important. The organization's long term emphasis is on rapid growth and acquiring new resources. Success means producing unique and original products and services.

2.10 Job Satisfaction

Job satisfaction is a topic that often seems to be self-explanatory. If one is satisfied with his or her current employment situation, then he or she must have an acceptable level of the construct termed "job satisfaction". Job satisfaction reflects the extent to which individuals find fulfillment in their work. Job satisfaction has been linked to employees staying on the job and low job turnover. In addition to this employees who are highly satisfied with their jobs come to work regularly and are less likely to take sick days. Low job satisfaction can result in costly turnover, absenteeism, tardiness, and even poor mental health (Armstrong, 2006).

The sources of job satisfaction and dissatisfaction vary from person to person. Some individuals may find that being an animal control officer, mortician, correctional or probation officer, or a used car salesperson might not offer sources of personal satisfaction. Yet, individuals who perform these jobs often think that they are performing important jobs and derive a great sense of job satisfaction from performing them. Important sources of satisfaction for many employees include the challenge of the job, the interest that the work holds for them, the physical activity required, working conditions, and rewards available from the organization, the nature of coworkers, and the like. An important implication is that job satisfaction be should considered an outcome of an individual's work experience. Thus, high levels of dissatisfaction should indicate to leaders that problems exist, say, with working conditions, the reward system, or the employee's role in the organization (Hellriegel & Slocum, 2011).

Job satisfaction is the attitudes and feelings people have about their work. Positive and favorable attitudes towards the job indicate job satisfaction. Negative and unfavorable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Aziri (2011) clarifies job satisfaction is a combination of positive and negative feelings of staff toward their job and show different reactions at work environment. Organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1992). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture. Job satisfaction is global concept which is determined by several factors. Factors affecting job satisfaction of employees are elaborated in to Extrinsic and Intrinsic Factors.

2.10.1 Extrinsic Factors

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

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

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

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

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

2.10.2 Intrinsic Job Characteristics

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

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

Feedback:- It is necessary to provide feedback for employees which allow them to know how well they are doing their jobs (Herzberg, 1993). Feedback could be from supervisors, coworkers and sometimes customers who get services from the organization. Feedback is closely related with respect and recognition.

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

Personal Development:- According to Herzberg (1993), people report job satisfaction when they get promoted. In order to maintain and improve job satisfaction, it is very important to have an open position to employees. Even if there is no space for promotion, support employees by allowing them to pursue further joyful workplace and a strong sense of accomplishment.

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

Cooperation with other departments:- This concept is associated with task interdependence, the degree to which the job has impact on the work of others. Study show when other departments rely on work performed by the employee, job satisfaction will be expected; while the employee relies on work flows from other departments, it is negatively related to job satisfaction (Hackman & Oldham, 1976).

Individual Characteristics:- Locke (1976) suggests that certain personal or demographic variables have an influence on job satisfaction. The results of studies on work-related attitudes and/or behaviors and job satisfaction indicated that personal variables influence job satisfaction.

Job Level:- There are no adequate studies investigating whether job satisfaction increases with job level. Although, there were few studies concerning the relationship between job level and job satisfaction, there is no agreement on the relationship between the two variables. More recent research studies findings supported that there is a positive relationship between job level and job satisfaction. Kline and Boyd (1991) postulate that employees at the higher levels of the organization report higher levels of job satisfaction.

2.11 The Relationship between OC and JS

Organizational culture includes an organization's expectations, experiences, philosophy, values that hold it together and is expressed in its self-image, inner workings, interactions with the outside world as well as future expectations. Organizational culture can have an effect on the satisfaction of employees by creates good working relationships and promotes ethical communication between employees (Kumar, 2016).

Research has proven that strong organizational culture has a positive impact on individual to develop positive attitudes and behaviors. One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly affected by organizational culture. When managers develop strong organizational cultures among employees, the satisfaction level of the employees will be raised (MacIntosh & Doherty, 2010).

Organizations should develop good organizational culture to improve employees' job satisfaction. Good organizational culture the public organization may help managers. According to Goodman, Zammuto & Gifford, (2001) hierarchy culture was negatively associated with job satisfaction while clan culture was positively associated with job satisfaction.

San and Kim (2009) job satisfaction was positively correlated with clan and market culture, while the influence of adhocracy and hierarchy culture was not statistically significant.

According to Abel (2015) there was high relationship between culture and employee's job satisfaction in this specific organization, the overall satisfaction level of employees was exhibited to be below the average measure, and employee's job satisfaction is negatively affected by the existing culture of the organization.

Ashraf & Rezaie (2015) adopted the competing value frame work and among four types of organizational culture, hierarchical organizational culture was not related to job satisfaction significantly. And three types of adhocracy, clan and market organizational culture were related to job satisfaction positively.

Habib, Aslam, Hussain, & Yasmeen (2014) organizational culture is important element which highly influences the employee commitment and their job satisfaction. Sabri, Ilyas & Amjad (2011) organizational culture affect job satisfaction positively and significantly.

According to Lund (2003) adopted the competing value framework to explore the relationship between the four culture types and job satisfaction. The results pointed out to a positive relationship between clan and adhocracy cultures. On the other hand, job satisfaction had a negative relationship with hierarchy and market cultures.

2.12 Conceptual Framework

Conceptual frameworks of the study have independent variables which are organizational culture and dependent variable job satisfaction. The objective of the research is to investigate the role of organizational culture on employee job satisfaction a particular reference to civil servant staffs of Dire Dawa Administration based on clan, market, adhocracy, and hierarchy.

Adhocracy is innovative & pioneering initiatives to foster entrepreneurship and creativity. Clan is about teamwork, employee involvement, and corporate commitment to employees. Market culture focuses on drive the organization toward productivity. Hierarchy is about standardized procedures and policies.

The researcher carried out this study to identify the role of organizational culture types (adhocracy, clan, market and hierarchy) in public service environment rather than business environment in order to develop professional manpower supply to the countries with a good culture. The researcher wants to identify the influence and contribution of organizational culture types on job satisfaction civil servant bureaus in DDA.

The level of job satisfaction of public service staffs measured the dimension of work, pay, and promotion, benefits, working conditions, operations, coworkers and communication perspective that identifying the status of job satisfaction for further improvement in the organization by creating satisfied public service staffs in the organization. Generally, see the role of organizational culture on job satisfaction of civil servant staffs in DDA. The figure below shows the proposed conceptual framework adopted and modified from literatures

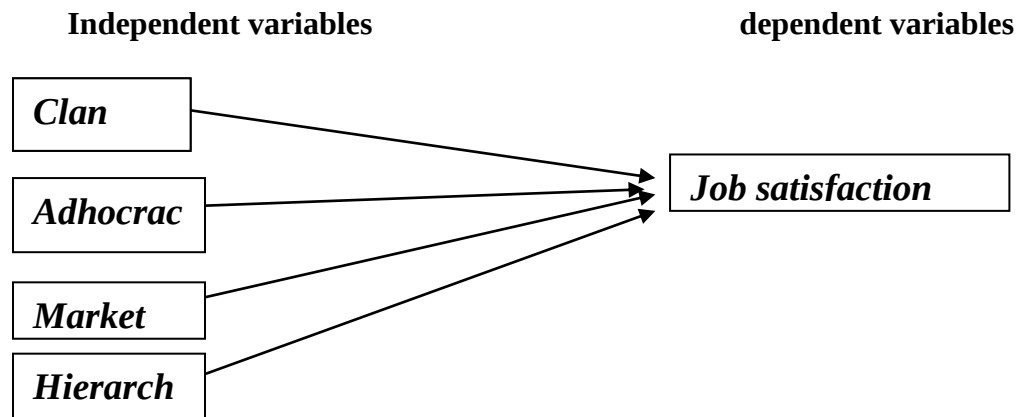


Figure 2.2: Conceptual framework (Cameroon & Quinn, 2011)

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

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

Hierarchy Culture: the existence of structure, procedures, efficiency and predictability. *Adhocracy Culture:* the existence of a dynamic, entrepreneurial, and

creative place to work. *Market Culture*: the existence of result-oriented, production, goals and targets and competition.

CHAPTER THREE

RESEARCH METHODS MATERIALS AND PROCEDURES

3.9 Introduction.

This chapter presents details of the research design and methodology. This includes the research design, sample size and sampling technique, data source and collection method, procedure of data collection, questionnaire and the model. After the data collected, it is necessary to utilize statistical techniques to analyze the information as this study will be quantitative in nature.

3.10 Research Design

The researcher used a descriptive study designs to analysis the effect of organizational culture on employees' job satisfaction. A descriptive study design enables the researcher to collect and describe wide variety of data related to the organizational culture and employee job satisfaction. As argued by Kumer (1999) descriptive research design is used to describe the nature of the existing conditions and descriptive survey design is more appropriate to gather several kinds of data in a broad size to achieve the objectives of the study. The data was collected for a period of July 2015- March 2019 G.C

3.11 Target Population

Sekaran (2001, p. 225) defines a population as “the entire group of people, events or things of interest that the researcher wishes to investigate.” The population for the study was obtained from seven selected public service bureaus. As the issue under investigation is an administrative and strategic matter, so the participants should have an exposure to such issue in the organizations. So, these study was based on 2011 Dire Dawa administrative people council annual report of list of public organizations and July 2015- March 2019 G.C sample organizations' reports. So, the researcher select all permanent professional employees from seven selected public organizations and whose who have work experience greater than one year make up the target population of the study as they have experienced organizations culture and also have supervisory, administrative or strategic exposure in the organizations. Thus, response from such diverse professions on the relation between the dependent (employee job satisfaction) and independent variables (organizational culture) enables the collected information more

reliable data. The study with a total population of 507 permanent employees, who had greater than one year work experience (HR Division reports seven Organizations', August, 2019) selected and grouped in to two strata namely public enterprise and administrative organizations. In general the population of the study was presented the in table 3.1 below

Table 3.1: Population size

S.N	Organization	Total No of Employees
Stratum 1		
1	Revenue Authority	187
2	Dire Dawa Water supply and sewerage authority	38
3	Dire Dawa mass media enterprise	34
Stratum 2		
1	Finance & Economic dep't bureau	77
2	Educational Bureau	89
3	Civil service bureau	54
4	Trade Investment & industry Bureau	28
Total		507

(Source: HR Division Bureaus reports, 2019)

3.12 Sampling Methods

Leary (2004, p. 118) defines sampling as, “the process by which a researcher selects a Sample of participants for a study from the population of interest. Hence, the study was based on two samples. The populations were stratified based on their strata mainly public enterprise and administrative organizations. After stratification, simple random sampling technique were used for select employees in which every single element in the population are known and equal chance of being selected as a subject then the questionnaires distributed to them. Stratified sampling was selected because of the nature of population so that participants were perceived their organization’s culture in different way. Stratified sampling method as certified by Cooper and Schinder (2006), mainly help to: (a) increase sample’s statistical efficiency; (b) adequacy of data for analyzing the various sub populations or strata; and the usage of different research methods and procedures for different strata simplified formula of calculate sample sizes of finite population, the researcher used to.

3.13 Sample size

From 507 permanent employees of total population in seven public service bureaus situated in Dire Dawa administration, using Yamane (1967,p 886): determine the sample size for this study paper. Out of total population take a sample of 220 using the following formulas. In general the sample situated

Table 3.2: Sample size

S	Organization	Total No of Employees	Sample size
.N			
	Stratum 1		
1	Revenue Authority	187	= 187*220/507 =81
2	Dire Dawa Water supply and sewerage authority	38	=38*220/507 =16
3	Dire Dawa mass media enterprise	34	=34*220/507 =15
	Total	259	=112
	Stratum 2		
1	Finance & Economic dep't bureau	77	=77*220/507 =33
2	Educational Bureau	89	=89*220/507 =39
3	Civil service bureau	54	=54*220/507 =23
4	Trade Investment & industry Bureau	28	=28*220/507 =12
	Total	248	=108

(Source: HR Division bureaus Report, 2019)

A 95% confidence level was assumed for this formula to determine the sample size, at $e=0.05$. The sample size is determined by the following formula.

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

Where n- is the required sample size, N- is the population size and e- is the level of accuracy. Applying the above formula,

$n = \frac{507}{1+523(.05)^2}$ The sample size for this research will have 220 employees of seven public service organizations. The first strata will have 112 employees of public enterprise owed by DDA and a second stratum consists 108 administrative organizations employees.

3.14 Data Source and Collection Method

After a research problem has been defined and research design/ plan, the researcher decided about the method of data sources and collection methods. So, the researcher used for the study to collect data from both primary and secondary sources.

3.14.1 Secondary Data

Secondary data is collected through document review from existing information available in books, magazines, Organizational reports, brochures, journals, published and unpublished researches, internet and other materials organizational reports, brochures, journals, published and unpublished researches, internet and other materials.

3.14.2 Primary Sources

Primary data was collected from the sample selected public organizations through questionnaire. Primary data is the data which is gathered for the purpose of the research specifically (Sekaran, 2010). To get the information, researcher was designed and distributed a set of questionnaire. It was consisted the independent variables and dependent variables.

3.15 Data Collection instrument

The researcher is focused on both primary data and secondary data. Primary data was collected from the responses overall representatively sample participants in seven public organization using structured Questionnaire which quantitatively measured on a five point Likert scale in which 1 represented strongly disagree and 5 strongly agree. For the independent variables, the data collected using Organizational Culture Assessment Instrument (OCAI) having 24 items which developed by Cameron and Quinn (1999). The tool measures the culture in terms of dominant Characteristics, institutional leadership, management of employees, organizational glue, strategic emphasis and criteria of success for each culture type. To measure the Job satisfaction, the researcher will be used Employees Job satisfaction Survey (EJS) which developed by spector as instrument questionnaire having five-item scale tool spector (1985).

3.16 Data Analysis and Presentation

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

Initially, the researcher checked and coded the data gathered through questionnaires from both samples and enter the coded data to SPSS (Statistical Package for the Social Sciences) 20 version. The characteristics of respondents were analyzed. The researcher utilizes means, standard deviation, correlation and partial correlation analyses were conducted using SPSS software for comparison of the two group statistical analysis.

Pearson Coefficient of Correlation was use as a measure of finding correlation between the two variables (cohen, 1998) and use the multiple linear regression model that shows the impact of independent variables on its dependent variable which means the organizational culture on job satisfaction and sometimes it may be use the pearson correlation that determine their relationship between the two variables. Also multiple regression analysis was used to see the effects of organizational culture on employees' job satisfaction. In order to apply multiple regression analysis the researcher checked the following assumptions. (1) There is two or more independent variables that can be either continuous (i.e. an interval or ratio variables) or categorical (i.e. an ordinal or nominal). In the current study there were four independent variables (Clan, Adhocracy, Market, and Hierarchy cultures) that were measured on categorical (ordinal). (2) There needs to be a linear relationship between (a) the dependent variable and each of your independent variables, and (b) the dependent and independent variables collectively.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter includes the data presentation, analysis and interpretation of the findings. The analysis starts with a description of the respondents demographic profiles. The total sample of the study was 220, out of the 220 questionnaires distributed, 171 were returned and 14 were rejected because of poor data quality 157 questionnaires were valid with good amount of response rate of 71.36%. Babbie (1990) suggests that response rate of 50% is adequate, 60% is good, and 70% or above is very good. Therefore, as per Babbie the response rate in this research was good.

4.2 Background Information of Respondents

In this section, the demographic characteristics of all organization participants were presented. The demographic characteristics analyzed include sex, age, marital status, educational qualification and Year of service in the organizations.

According to the information in table 4.1 item, out of 81 public enterprises employees 46 (56.45%) were male and 35 (43.54%) were female. Concerning Administrative organizations respondent, out of 76 employees of 43 (56.6%) were male and 33 (43.4%) were female. This result shows that majority of employees in Dire Dawa administration public service was male.

Table 4.1 item 2 indicates that out of 81 public enterprises employees 23(27.42) of respondents were between 20-30 years of age, 19 (22.04%) of respondents were between 31-40 years of age, 27 (33.33%) of respondents were between 41-50 years, and 12 (14.52%) of respondents were above 50 years. Regarding Administrative organization respondents out of 76 employees 24(31.60) of respondents were between 20-30 years of age, 12 (15.8%) of respondents were between 31-40 years of age, 32(42.1%) of respondents were between 41-50 years, and 8 (10.5%) of respondents were above 50 years. This shows that majority of the respondents in both group were aged between 41-50 years.

Table 4.1: Demographic Characteristics of the respondents (N=152)

Items	Questions	Characteristics	PE		AO	
			Freq.	%	Freq.	%
1	Gender	Male	46	56.45	43	56.6
		Female	35	43.54	33	43.4
		Total	81	100	76	100
2	Age	20-30	23	27.42	24	31.6
		31-40	19	22.04	12	15.8
		41-50	27	33.33	32	42.1
		>51	12	14.52	8	10.5
		Total	81	100	76	100
3	Marital status	Married	54	67.22	62	81.6
		Unmarried	27	32.78	14	18.4
		Total	81	100	76	100
4	Educational qualification	Diplomas	10	12.36	0	
		BA/BSc	57	70.96	52	68.4
		MA/MSc	14	16.67	24	31.6
		Total	81	100	76	100
5	Year of service in the organization	1- 3 years	15	18.81	16	21.1
		3-7 years	32	39.78	20	26.3
		7-10 years	23	28.49	24	31.6
		> 10 years	10	12.90	16	21.1
		Total	81	100	76	100

Source: survey data, 2020

As far as respondents marital status was concerned. Item 3 in Table 4.1 that out of 81 public enterprises employees 54 (67.22%) have Married and the rest 27(32.78) employees were Unmarried. Regarding Administrative organizations respondent out of 76 employees 62(81.6%) have Married the rest 14(18.4%) employees were Unmarried. The result in both group depicts that majority of employees have marriage.

As far as academic qualification was concerned, respondents were categorized into three groups, namely those holds diploma, first degree and Master degree. As it can be seen from above table 4.1 item 4, out of 81 public enterprises respondents 10 (12.36%) had diploma, 57(70.96%) had first degree, and the rest 14(16.64%) had master degree. Regarding Administrative organizations, out of 76 employees 52(68.4%) had first degree, and the rest 24(31.6%) had master degree. When we see the qualification of the respondents, majority had

first degree holder so all of the respondents can give in depth and thoughtful response of the study.

As far as respondents years of work experience was concerned. Item 5 in Table 4.1 indicates that out of 81 employees of public enterprises 32 (39.78%) of respondents have 3-7 years, 23 (28.49 %) of respondents have the services of between 7– 10 years. But the rest 15 (18.81%) and 10 (12.90%) have below 3 years and more than 10 years of service respectively. Out of 76 Administrative organizations respondents, 24 (31.60%) respondents have 7-10 years and 20 (26.30%) of respondents have the services of between 3-7 years. The rest 16 (21.10%) and 16 (21.10%) have below 3 years and more than 10 years of service respectively. By this fact shows that the majority of both respondents were more middle level experienced workers.

4.3 Descriptive Summary of OC Profiles

Managing organizational culture in the 21st century requires proper care as cultures like characteristics of individuals take a long time to develop and change in most cases. In order to achieve organizational goals, the organization should change the old culture by building a new one by comparing one another. In addition, an organization consists of sub groups whose perceptions, beliefs, values and assumptions have great influence on performance, relationships, motivations, change efforts, decision making process, and ultimately on the effectiveness and success of their organization. Therefore, identification and comparing of cultural patterns and dimensions and how they are perceived, desired by groups in the organization undoubtedly would enable to grow, excel in core areas and survive. Based on this fact, this study tried to assess and compare the cultural profile of the Dire DAwa public organizations by grouping in to public Enterprises and Administrative organizations. Data gathered for the study were analyzed using the Cameron and Quinn instrument scoring system in which the four ending statement in every beginnings represent the four cultural types, the clan, the adhocracy, the market and the hierarchy. Participants allocated 1,2,3,4, or 5 to each of the 24 endings. By using descriptive statistics the average perspective in terms of mean score and standard deviation was obtained described and compared the organizations as follow.

Table 4.2: Comparisons of Mean levels of OC

o	Dominant Characteristics	Stratum	n	Mean	Stan. dev.
	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.(clan Culture)	PE	81	3.81	1.141
		AO	76	2.57	.875
	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks. (Adhocracy) Culture)	PE	81	3.89	.949
		AO	76	3.695	.962
	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.(Market Culture)	PE	81	3.80	.993
		AO	76	2.619	.670
	The organization is a very controlled and structured place. Formal procedures generally govern what people do.(hierarchy Culture)	PE	81	2.83	1.223
		AO	76	3.714	1.053

Source: survey data, 2020

As indicated in Table 4.2 above, the researcher asked respondents about the mix of dominant characteristics that they believe was present in Public Enterprises employees and Administrative organization employees. To that end, the Public Enterprises respondents' rated Adhocracy culture type was highest with a mean score of 3.89 and standard deviation of .949. This means that dominant characteristics of the Public Enterprises dimension reported are the existence of dynamic, entrepreneurial, and creative place to work. The trait of clan culture type was second with 3.81 mean score i.e. organization is a pleasant place to work where people share a lot of themselves and commitment is high. Market culture (3.80) and hierarchy culture (2.83) were reported by respondents as third and fourth culture types respectively.

On the other hand, the Administrative Organizations workers rated Hierarchy culture type as the highest and the dominant culture with the mean score of 3.714 and standard deviation of 1.053. This means, the dominant characteristics of the dimension of

Administrative organizations are a very formal and well organized type of organizational culture. It enhances mainly the stability, predictability, and the internal efficiency of the organizations. The trait of adhocracy culture type was the second culture with 3.695 mean score i.e. organization is a pleasant place to work where people share a lot of themselves and commitment is high. Market culture (2.619) and clan culture (2.57) were reported by respondents as third and fourth culture types respectively. When we compared the dominant culture of Public Enterprises against Administrative organization, Adhocracy culture is dominant characteristics in Public Enterprises and Hierarchy culture type is dominant characteristics in Administrative organization.

Table 4.3: Comparisons of the Institutional Leadership of OC

	Institutional Leadership	Stratu	n	Mean	Stan. dev.
	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	PE	81	4.05	.850
		AO	76	2.43	1.08
	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	PE	81	4.23	.779
		AO	76	3.64	.98
	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	PE	81	4.19	.792
		AO	76	2.18	1.378
	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	PE	81	3.95	.986
		AO	76	3.8	.95

Source: survey data, 2020

As it can be seen from Table 4.3 above, the OCAI assessment tool asked participants about the mix of institutional leadership traits and it focuses on leadership styles of the organizations. The Public Enterprises respondents selected entrepreneurship, innovating, or risk taking (Adhocracy culture) leadership styles with mean score of 4.23 as the first dominant leadership styles. On the other hand, respondents rated results-oriented (market culture) and mentoring, facilitating, or nurturing traits (clan culture) are the second and third sub-culture respectively in the dimension. Finally, the respondents rated as coordinating, organizing, or smooth-running efficiency leadership

styles (hierarchy culture) as the least culture type to the public enterprises respondent. On the other hand, the leadership style of Administrative organizations' respondents rated coordinating, organizing, or smooth-running efficiency (hierarchy culture) style as the first trait with mean score of 3.8. Also, respondents rated entrepreneurship, innovating, or risk taking (adhocracy culture) and mentoring, facilitating, or nurturing (clan culture) styles are the second and third respectively in the dimension. Finally, the respondents rated market culture as least. When compared public Enterprises with Administrative organizations, the Enterprises' leaders are more encourage their employees and the leaders had more flexible and risk taker. On the other hand, administrative public organization were more existence of structure, procedure, efficiency, and predictability and managers are authoritarian.

Table 4.4: Comparisons of the Management of Employees of OC

o	Management of Employees	Stratum	n	Mean	Standard dev.
	The management style in the organization is characterized by teamwork, consensus, and participation.	PE	81	4.05	.835
		AO	76	2.91	1.23
	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	PE	81	3.88	.914
		AO	76	3.03	1.06
	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	PE	81	3.77	.912
		AO	76	2.97	.84
	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	PE	81	3.74	.985
		AO	76	3.71	1.28

Source: survey data, 2020

As represented in Table 4.4 above, the researcher asked respondents about the management of employees in both public enterprises' and Administrative organizations'. The highest employees' management of public enterprises characteristics were teamwork, consensus, and participation (clan culture) styles with a mean score of 4.05. The adhocracy culture that is characterized by individual risk-taking, innovation, freedom, and uniqueness was the second with a mean score of 3.88. Market culture characteristics of hard driving competitiveness, high demands, and achievement with a mean score of 3.77 and hierarchy culture characteristics of security of

employment, conformity, predictability, and stability in relationships with a mean score of 3.74 were the third and the fourth management styles in public enterprises'. On the other hand, management style of public Administrative organizations respondent depicted that hierarchy culture characteristics of security of employment and stability in relationships is the dominant one with a mean score of 3.71 followed by adhocracy culture which characterized as individual risk-taking, innovation, freedom, and uniqueness with a mean score of 3.03. Market culture characteristics of hard driving competitiveness and clan culture characteristics of teamwork were the third and fourth type with a mean score of 2.97 and 2.91 respectively. From this we understand that the management style of public enterprises' managers are encourage employees to work as a team with agreement and partaking. But, managers of Administrative organizations' manage their staff by maintaining security of employment and stability in relationships.

Table 4.5: Comparisons of the Organizational Glue of OC

o	Organizational Glue	Stratum	no	Mean	Standard deviation
	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization	PE	81	3.73	.922
		AO	76	2.9	1.29
	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	PE	81	4.06	.827
		AO	76	2.9	1.32
	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	PE	81	3.74	.891
		AO	76	2.2	1.16
	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	PE	81	3.23	1.217
		AO	76	3.4	.96

Source: survey data, 2020

As indicated in Table 4.5 above, the survey questions that asked respondents about the glue that binds the organization together in both strata. The public enterprises' respondents rated adhocracy culture type, which is commitment to innovation and development, was the highest in the sub-dimension of organizational glue with mean score of 4.06. The respondents rated market culture, which emphasis on achievement and goal accomplishment trait, as the second dominant

glue that bind that organization with mean score of 3.74. They rated clan culture, which is loyalty and mutual trust, as third culture type in the dimension with mean score of 3.73. Finally, hierarchy culture, which focuses on formal rules and policies rated as fourth in organizational glue dimension with mean score of 3.23. When come to the glue that binds the public administrative organization, hierarchy culture, which focuses on formal rules and policies was the dominant one with a mean score of 3.4 and followed by adhocracy culture, which is commitment to innovation and development, with mean score of 2.95, and clan culture which is loyalty and mutual trust, with mean score of 2.9. The least glue that bind the organization together was market culture, which is emphasis on achievement and goal accomplishment trait, is with a mean score of 2.2.

Table 4.6: Comparisons of the Strategic Emphasis of OC

o	Strategic Emphasis	Stratum	N	Mean	Standard deviation
	The organization emphasizes human development. High trust, openness, and participation persist.	PE	81	3.95	1.011
		AO	76	2.79	.73
	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are	PE	81	4.04	.766
		AO	76	3.38	.77
	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	PE	81	3.93	.959
		AO	76	2.77	1.19
	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	PE	81	3.91	.809
		AO	76	3.77	.92

Source: survey data, 2020

Table 4.6 depicts that the strategic emphasis of organization cultures in public enterprises' and Administrative organizations'. The public enterprises' respondents were asked to rate about strategic emphasis. To that end, respondents rated adhocracy culture, which emphasis on acquiring new resources and creating new challenges, was the first emphasis with mean score of 4.04. The respondents rated clan culture, which emphasis human development, as second in the sub-dimension of strategic emphasis with mean score of 3.95. Market culture, which emphasis competitive actions and achievement and hierarchy culture, which emphasis

organization constancy and stability, was rated 3rd and 4th respectively. An administrative organizations' respondents were rated that hierarchy culture, which emphasis organization constancy and stability as a dominant one with a mean score of 3.38. Adhocracy culture, which emphasis on acquiring new resources and creating new challenges, was followed with a mean score of 3.77, and clan culture, which emphasis human development, with a mean score of 2.79. The least one was market culture, which emphasis competitive actions and achievement, with a mean score of 2.77. Therefore, trying new things and prospecting for opportunities are valued in public enterprises'. In Administrative organizations' Efficiency, control and smooth operations are more important than other strategies.

Table 4.7: Comparisons of the Criteria of Success of OC

o	Criteria of Success	Strata	N	Mean	Standard deviation
	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for	PE	81	3.88	.941
		AO	76	2.72	1.05
	The organization defines success on the basis of having the most unique or newest services/products. It is a product leader and innovator.	PE	81	3.89	.822
		AO	76	2.83	1.04
	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	PE	81	3.85	.896
		AO	76	2.24	.97
	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost service delivery/production are critical.	PE	81	3.73	.895
		AO	76	2.95	1.28

Source: survey data, 2020

As indicated in Table 4.7 above, respondents were asked to rate about success criteria of public enterprises' and Administrative organizations'. Accordingly, respondents of public enterprises rated adhocracy culture, which is success on the basis of having the most unique or newest services/products, was rated the highest with mean score of 3.89. Clan culture, which is consider success on the basis of the development of human resources, teamwork, was rated as second in the dimension with mean value of 3.88. Market culture, which is considers success on the basis of winning in the marketplace and outpacing the competition rated as third in the dimension with mean value of 3.85. Finally, hierarchy culture, which consider success on the

basis of efficiency, was rated as the fourth in the dimension with mean value of 3.73. The success factors of Administrative organizations' respondents were rated that Hierarchy culture, which consider success on the basis of efficiency, was main success criteria their organizations with a mean score of 2.95. Adhocracy culture, which is success on the basis of having the most unique or newest services/products was followed with a mean score of 2.83. The third one was Clan culture, which is consider success on the basis of the development of human resources and teamwork, with a mean score of 2.79. Market culture, which is considers success on the basis of winning in the marketplace and outpacing the competition rated as the least success factor with a mean score of 2.25.

4.4 Descriptive Summary of JS

In order to review the overall job satisfaction, the researcher used common job satisfaction survey that was developed by Spector (1997). In this standardized questionnaire, the researcher is not try to measure the feature of job satisfaction rather taken as a whole satisfaction. To that end, 5 the most important standardized questions were presented to the respondents and their responses are presented as follow:

Table 4.8: Comparisons of respondents' Rating on Level of JS

o	Item	stratum	N	Mean	Standard
	I definitely like my job	PE	81	4.48	.868
		AO	76	3.17	.54
	I like my job better than the average workers do	PE	81	4.16	.928
		AO	76	3.06	1.21
	Most days, I am enthusiastic about my job	PE	81	4.27	.837
		AO	76	3.07	1.1
	I find real enjoyment in my job	PE	81	4.21	.958
		AO	76	3.44	.83
	I feel fairly well satisfied with my job	PE	81	4.01	.994
		AO	76	3.24	1.24

Source: survey data, 2020

From Table 4.8 above, public enterprises respondents were asked to rate whether they definitely like their jobs. Respondents were replied that they were in agreement with the item.

The item has mean score of 4.48 and standard deviation of .868. The Administrative organizational respondent also agreed with the item. The item has 3.17 and standard deviation of .54

From item 2 of Table 4.8 above, respondents were asked to rate whether they like their jobs better than the average workers do. Public enterprises as well as Administrative organizational respondents were in agreement with the item. The items has a mean score of 4.18 and 3.06 and standard deviation of .928 and 1.21 for both stratum.

As indicated in item 3 of Table 4.8 above, respondents were asked to rate whether most of the days they are enthusiastic about their jobs. Both Public enterprises' and administrative organizations' respondents were in agreement with the item. The item has mean score of 4.27 and standard deviation of .958 for Public enterprises' and mean score of 3.07 and standard deviation of 1.1 administrative organizations'.

In item 4 of Table 4.8 above, respondents were asked to rate whether they find out real enjoyment in their jobs. Both Public enterprises' and administrative organizations' respondents were in agreement with the item. The item has mean score of 4.21 and standard deviation of .958 for Public enterprises' and mean score of 3.44 and standard deviation of .83 administrative organizations'.

Finally, item 5 of Table 4. 8 above, respondents were asked to rate whether they feel fairly well satisfied with their jobs. Both Public enterprises' and administrative organizations' respondents were in agreement with the item. The item has mean score of 4.01 and standard deviation of .994 for Public enterprises' and mean score of 3.24 and standard deviation of 1.24 for administrative organizations'. The discussion shows that, the public enterprises' employees have better satisfaction on their job than administrative organizations'.

Table 4.9. Comparisons of Mean Levels of Job Satisfaction

	Stratum	N	Mean	S t d . Deviation
Job satisfaction	PE	81	4.27	1.00
	AO	76	3.73	1.05

Source: survey data, 2020

Table 4.9 above shows that, the result of levels of job satisfaction was higher in public enterprises, with mean score of 4.27 and standard deviation of 1, than administrative organizations, with mean score of 3.73 and standard deviation of 1.05. From this discussion, levels of job satisfaction can infer that there was better level of job satisfaction in Public enterprises' than administrative organizations'.

The overall research shows that organizational culture types such as clan, adhocracy, market and hierarchy, adhocracy culture was the dominant in Public enterprises' and this might leads employees' high overall job satisfaction. However, in administrative organizations' hierarchy culture was the dominant. This culture is characterized by having strict internal control policies and it emphasizes rules and regulations clearing out what needs to be done, so this might leads employees less job satisfaction than employees of Public enterprises'. This finding should be in caution because in this research the researcher assessed the levels of overall job satisfaction with five items only. If someone measures job satisfaction with nine dimensions the result might be opposite to this finding.

4.5 Correlational Analysis

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

Table4.10: Correlational Strength Determination

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

Source: Cohn 1988

The range of possible correlation coefficient values is form -1 to + 1. A correlation value without a sign indicates that the relationship is positive, whereas, negative sign indicates negative relationship. A positive relationship means when scores increase (or decreases) in one variable, they increase (or decrease) in the other variable-thus, scores change in the same

direction. A negative relationship means the scores change in the opposite direction. Having the above ideas in mind, the relation between organizational culture dimensions and job satisfaction is analyzed hereunder.

Table 4.11: Correlation between OC and JS

A/ Public enterprises'

			clan	adhocracy	market	hierarchy	Job Sat.
Spearman's rho	s	Pearson Correlation	.378*	.495**	.516**	.418**	1.000
		Sig. (1-tailed)	.000	.000	.000	.000	.000
		N	81	81	81	81	81

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

Source: survey data, 2020

B/ Administration organization

			clan	adhocracy	market	hierarchy	Job Sat.
Spearman's rho	s	Pearson Correlation	.458**	.365**	.206*	.409**	1.000
		Sig (1-tailed)	.000	.000	.000	.020	.000
		N	76	76	76	76	76

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

Source: survey data, 2020

As indicated in Table 4.10 a, above, the relationship between organizational culture and employee's job satisfaction have positive and moderate strength of relationship for Public enterprises and administration organization except market culture. Market culture had minor relationship with employee's job satisfaction in administration organization sample. For the sample of Public enterprises, clan culture and job satisfaction have moderate relationship with ($r = .378$). The dominant culture (adhocracy) and job satisfaction have medium strength which approached to large ($r = .495$). Market culture and job satisfaction have better strength relationship with ($r = .516$). In addition, hierarchy culture and job satisfaction have medium strength of relationship with ($r = .418$).

As showed in table 4.10 b, above, it was also Job satisfaction has positive relationship with all dimensions of Organization culture for sample of administrative organizations.

Specifically, clan culture and job satisfaction have medium strength relationship with ($r=.458$). The dominant culture (hierarchy) and job satisfaction have medium strength which approached to large ($r=.409$). Market culture and job satisfaction have weak strength relationship with ($r=.206$). In addition, adhocracy culture and job satisfaction have medium strength of relationship with ($r=.365$). Generally, Correlations between organizational culture and job satisfaction were statistically significant for both Public enterprises and Public administration organization samples. Public enterprises reported higher correlation values except for clan culture. In Public enterprises samples, the market culture had the highest correlation value, in Public administration organization samples, clan culture had the highest correlation value.

4.6 Regression Analysis on Culture and Job Satisfaction

Regression analysis concerned with describing and evaluating the relationship between a given dependent variable and one or more independent variable(s). It is used to understand the relationship between variables and to predict the value of one variable based on another variable. The model summary below was analyzed. The statistical relationship of the organizational culture (clan culture, adhocracy culture, market culture, and hierarchy culture) and job satisfaction used to determine the effects of organizational culture on job satisfaction.

Table 4.12: Regression Analysis on OC and JS

Model Summary								
	Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
						Df	F	Sig. F Change
PE	1	.544 ^a	.296	.259	.63984	4 76	8.003	.000
AO	1	.493 ^a	.201	.114	.68409	4 71	7.450	.166

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

Source: survey data, 2020

A multiple regression was run to predict employees' job satisfaction from clan culture, adhocracy culture, market culture, and hierarchy culture. These variables statistically predicted employees' job satisfaction of public enterprises were, $F(4, 76) = 8.003$, $p < .005$, $R^2 = .296$ and for administrative organizations were, $F(4, 71) = 7.450$, $p < .005$, $R^2 = .201$. All four variables added statistically to the prediction $p < .05$ for both. This finding similar with others scholars finding (e.g., Getachew, 2014) found out that organizational culture had effect on employees' job satisfaction.

The above finding portrait that, organization culture showed insignificant explanation on employees' job satisfaction of public enterprises' and administrative organizations' with R Square 29.6% and 20.1% From this, one can see that 71.4% of public enterprises' employees and 79.9% of administrative organizations employees' job satisfaction were unexplained factors, which were uncovered by this study, contribute to employees' overall job satisfaction.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of the major findings, general conclusion drawn on the bases of the findings and recommendations which are assumed to be useful to enhance employee's job satisfaction in Dire Dawa Public enterprises and Public administration organization.

5.2 Summary of Major Findings

The present study was comparative in nature. The main objective was to investigate the differences between employees of Dire Dawa Administration Public Enterprises and Dire Dawa Administration Administrative Organizations with the relation to organizational culture and job satisfaction. In addition to this, it also provide descriptive data on organizational culture and job satisfaction. So, this study was guided by the following basic questions:

1. Which organizational culture is a dominant and organized culture between public enterprises and administrative organizations?
2. What is the level of job satisfaction in public enterprises and administrative organizations?
3. Does the correlations, between the organizational culture and job satisfaction, differ between the public enterprises and administrative organizations?

Current study included totally 112 samples from public enterprises and 108 samples from administrative organizations were selected randomly. Questionnaires were distributed for all samples. But 171 questionnaires were returned and 14 were rejected. For this research, 81 (72.5%) questionnaires of public enterprises and 76 (70.37%) questionnaires of administrative organizations were visible for study included them. The conceptualization of organizational culture was based on Cameron and Quinn typology of culture (market, hierarchy, adhocracy and clan) developed by (Cameron & Quinn, 2006). The job satisfaction was collected through Job Satisfaction Survey (JSS), which developed by Spector (1997).

Descriptive statistics were reported, followed by mean, standard deviation and spearman rho correlation.

- In this study it is found that all sorts of organizational cultures exist in the compounds. The average scores for all culture types were higher in public enterprises than in administrative organizations. Additionally, adhocracy culture, characterized by the prevalence of dynamic, entrepreneurial, and creative work place to work was the dominant culture in the public enterprises. Whereas, Hierarchy culture, characterized by having strict internal control policies as it emphasizes rules and regulations clearing out what needs to be done is the dominant culture in Administrative Organizations. This study shows that strong consistent cultures that are easily identifiable by employees are more effective (Cameron et al., 2006; Gregory et al., 2009).
- Also, the dominant culture types of the two samples was difference. It was indicating that public enterprises organizations operate in more effective organizational cultures that are easily identifiable by the employees than Administrative Organizations employees'. This study proves that strong consistent cultures that are easily identifiable by employees are more effective (Cameron and Quill, 2006). In relation to the first research question, the sample from public enterprises had significant higher mean levels of organizational culture types.
- Another important finding was that the levels of overall job satisfaction of public enterprises is better than in administrative organizations. The average mean value for the public enterprises job satisfaction surveys was 5.27 with the standard deviation of 1.0 and the average mean value for the administrative organizations job satisfaction surveys level was 4.73 with the standard deviation of 1.05.
- The study revealed that all types of organizational cultures had a positive correlation with job satisfaction for both Public enterprises and administration organizations'. These findings coincide with the findings of Sabri, Ilyas & Amjad (2011). Public enterprises reported higher correlation values except for clan culture. Whereas, the public administrations' sample reported the clan culture had the highest value and market culture was the lowest. In both samples, the relationship remained moderately positive. Furthermore, based on the results of regression analysis, 29.6% of public enterprises and

20.1% administrative organizations of job satisfaction was explained by organizational culture.

5.3 Conclusion

The present study was comparative in nature. The aim was to analyze and compare the relation between organizational culture and job satisfaction in Dire Dawa administration employees of public enterprises and Administrative organizations.

In conclusion this study the dominant culture type in public enterprise was adhocracy culture which communicated by an extremely unique entrepreneurial place. Individuals were stick to their necks out and take risks. The authority in this district considered to demonstrate entrepreneurship, innovating, or risk taking. The administration style is portrayed by singular risk taking, development, opportunity, and uniqueness. . The magic that binds the organization is sense of duty to innovation and development, and the weak organization culture type practiced was hierarchy culture.

On the other hand, the dominant culture type of administrative organization was hierarchy culture which emphasizes on orders, consistency, certainty, stability, control and formal structure. Regulations, determining Responsibilities, centralized decision making, standardizing procedures, while there is a little existence of Clan culture which characterized by collaboration and teamwork, the weak organization culture practiced was clan Culture. It shows that, the dominant organization cultures is do not similar in Public Enterprise and administrative organizations.

From the investigation of the levels of general job satisfaction, the employees' of Public Enterprise were moderately and better satisfied level than administrative organization with the organizational culture of Dire Dawa public servants. This is due to a wide existence of Adhocracy culture in Public Enterprise and the employees develop their satisfaction in better way. Indeed, if individuals are urged to make new thoughts, innovation, risk taking and if such endeavors are supported by prizes and acknowledgment in turn leads to job satisfaction.

In light of the after effects of a spearman rho correlation, there was positive and moderate relationship between organizational culture and employees' job satisfaction in both types of public organization. However, market culture have insignificant relationship in administrative

organization. Furthermore, all organizational culture types have positive correlation with job satisfaction in public enterprises' as well as administrative organizations'.

5.4 Recommendations

Based on the findings and conclusions of the study the following recommendations forwarded to administrators of Dire Dawa public organization.

The findings demonstrate that there were better employees' overall job satisfactions in both organization. But employees' job satisfactions level of public enterprises had better than Administrative organizations employees' satisfaction. To increase their employees' job satisfaction organizations should develop organizational culture with the attributes of collaboration and teamwork and develop singular risk taking, development, opportunity, and uniqueness administration style.

Public organization should provide much emphasis to its workers instead of being result oriented because it is affecting satisfaction level of employees. So, it is better to implement rules and procedure which allow employees to be flexible when there occurs challenges toward performing some activities. It is also try to develop new organizational cultures to come up with better level of general job satisfaction of theirs employees.

Human resource practitioners inside organizations should search for areas of development in employees such as providing cultural orientation sessions, providing training courses or even organizing social events to allow for better interactions between employees and their co-workers and managers.

Finally, future research that investigates the effect of organizational culture on job satisfaction in across different regions are very important to check and generalize the finding to the whole populations. On this topic, further research is necessary to measure the effects of culture on based on nine dimensions of job satisfaction.

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Appendix
DIRE DAWA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MANAGEMENT (A)

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess and compare the effect of Organizational Culture on Job Satisfaction among employees of Dire Dawa Administration. This study is only for academic purpose for partial fulfillment of the requirements of the master of Art Degree in Business Administration (MBA). So, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me.

Thank you in advance!

Notice

- No need to write your name.
- Please put a “√” mark in the boxes for your answers
- If you require further clarification or details, please contact me with the following address: Email: negasihne@gmail.com

Part I. Information about Demographic Data

1. Gender ☐ Male ☐ Female
2. Age Category ☐ 20-30 ☐ 31 – 40 ☐ 41--50
 ☐ 51 and above
3. Marital status ☐ Single ☐ Married ☐ Divorced ☐ Widowed
 ☐ Other
4. Your experience in the organization ☐ 1-3Years ☐ 3 – 7 Years
 ☐ 7--10 Years ☐ >=10Years
5. Educational Attainment ☐ College Diploma ☐ Bachelor's Degree
 ☐ Master's Degree ☐ Doctorate Degree

Part II. Diagnosing Institutional Culture in your Organization

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

1	Dominant Characteristics	1	2	3	4	5
1.1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
1.2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
1.3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
1.4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	Institutional Leadership	1	2	3	4	5
2.1	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
2.2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
2.3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
2.4	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	Management of Employees	1	2	3	4	5
3.1	The management style in the organization is characterized by teamwork, consensus, and participation.					
3.2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					
3.3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
3.4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	Organizational Glue	1	2	3	4	5
4.1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
4.2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on					

	the cutting edge.					
4.3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
4.4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	Strategic Emphasis	1	2	3	4	5
5.1	The organization emphasizes human development. High trust, openness, and participation persist.					
5.2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
5.3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
5.4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
6	Criteria of Success	1	2	3	4	5
6.1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
6.2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
6.3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
6.4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

Part III Job Satisfaction Survey

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

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