

**EFFECTS OF ORGANIZATIONAL CLIMATE ON TECHNOLOGICAL
INNOVATION AND JOB SATISFACTION AMONG EMPLOYEES IN KENYA'S
PUBLIC TRANSPORT SECTOR: A CASE OF PEWIN CABS LIMITED**

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DECLARATION

This project is my original work and has not been presented for a degree in any other University.

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This project has been submitted for the review with my approval as University supervisor.

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ABBREVIATIONS AND ACRONYMS

ANOVA Analysis of Variance

HR Human Resource

I/O Industrial and Organizational

JCMT Job Characteristic Model Theory

JD Job Description

OD Organizational Development

SPSS Statistical Package for the Social Sciences

ABSTRACT

This study will look at the factors that exist between the different attributes of organizational climate, technological innovation and job satisfaction among workers in Pewin Cabs. It also look at those factors in organizational climate that would contribute to the satisfaction levels among workers thereby affecting the employees initiative to come up with technological innovations; and to define any major differences in how the top management employees and junior level employees look at the current climate within the. A total of 35 questionnaires comprised of a 32 item questionnaire were administered to a select number of employees however only 27 questionnaires were returned which had been filled in appropriately. The study comprised a combination of inferential and descriptive statistics using SPSS (V.20), Analysis of Variance (ANOVA) and Pearson Product Moment Correlation Coefficient so as to obtain the correct findings. These findings indicated that there does not exist any significant positive relationship between organizational climate, technological innovation and job satisfaction among employees in Pewin Cabs at a correlation of 0.47. However, these findings indicated that the measurements carried out for the organizational climate significantly showed a strong relationship with the measurements for innovative behavior after analysis was done with qualifications.

Notable also is that the climates of job satisfaction and the organization would usually differ together. Other than that, in the analysis conducted on how the junior level employees, supervisory level and managers perceive differently their organizational climate, the findings showed that there is a major difference in how the top management and junior level employees perceive their organizational climate. It was recommended that there should be further research conducted in a study that will show comparison among various transport companies to look at how their employees perceive organizational climate in relation to their job satisfaction and technological innovation.

CHAPTER ONE

BACKGROUND OF THE STUDY

1.1 Introduction

Many organizations are continuously scuffling to survive and ensure they are successful; it is therefore of great importance for organizational psychologists to study some of the causes that effect employees and the work outcomes that result from them (Vermeulen, 2007).

In this Gig Economy there are winners and losers, just as our traditional jobs-based economy do, it offers many interesting and even profitable opportunities for workers ready and prepared to take advantage of them. According to some recent data from McKinsey, one third of working-age Americans works independently, and most (70 percent) do so by choice (Mulachy, 2016). The gig economy has a higher preference to independent workers than to permanent workers.

The high importance that has been placed on studying employees and their behavior within the organization has resulted in a concern in studying how employees perceive the climate within the organization (McMurray et al., 2010).

Today, most individuals will spend a great deal of time in organizations and because of this the environment surrounding the employee is of benefit personally and professionally (Riggle, 2007).

According to some recent studies carried out on job satisfaction there is some notable research done on the job itself or the work climate as the primary means of increasing satisfaction. The main argument is that, if jobs or organizational climate are developed to provide a more desirable work environment, an increase in job satisfaction and technological innovations will result (Metle 2001, Afolabi, 2005). With the global emergence of technologically offered services, companies in Kenya are relying on their human talent to give the company a competitive edge; however this depends on the organizational climate (Nyaanga, 2004).

Organizational climate is defined as the consistent pattern of behavior, attitudes and feelings that characterize life in the work place and is more influential to innovations (Aiswarya and Ramasundaram, 2012, p. 353).

An organizational climate refers to the values and belief system that are not visible but exist within the employee's behavior, motive and action which effects their job satisfaction (Moghimi and Subramaniam, 2013, p. 3). There has been a long standing concern in the study of organizational climate among organizational psychologists and it remains a relatively new irrespective of the studies done over the years to examine its cause and effect on employees. The main point is that, if jobs are developed to provide a more desirable work environment, an increase in job satisfaction will result (Metle 2001, Afolabi, 2005). Organizational work pressure, having a work schedule that meets one's needs, feeling physically safe at work, receiving feedback and organizational quality environment indirectly affect intention to leave through employee job satisfaction and commitment (Karsh, Bookse and Sainfort, 2005).

The concept of Organizational Climate was introduced in the late 1940's. Climate or environment in the workplace has an effect on employee's motivation, behavior, attitudes and aspirations, which, in turn is predicted to influence organizational output (Adenike, 2011). It has also been noted that the organizational climate is considered very important in the life of organizations due to its effects and relations to the various regulatory activities. It affects employees' satisfaction and performance hence the success of the organization and its continuity (Al-Saudi, 2012).

It is defined as the characteristics that describe an organization and that distinguishes that particular organization from other organizations and this in turn influences how people in the organization behave (Farooqui, 2012). It attempts to identify what type of environment affects the behavior of its employees. Due to its importance on employee's attitudes and behaviors, researches have increased their attention on other organizational behavior literature (Holloway, 2012). It is important in generating the required conditions to ensure high job satisfaction of the employees and to encourage them to illustrate innovative behavior both in the work-place and in their personal lives (Al-Khasawneh, 2013).

Organizational climate, job satisfaction and technological innovation are concepts, the mutual relationships of which, are often investigated in relevant literature. According to Balkar,(2015), there are several studies indicating the relationships between organizational climate and job satisfaction (Abdel-Razek, 2011; Chuang & Bennington, 2011; Raza, 2010); between Organizational Climate and Innovative Behavior (Al-Saudi, 2012; Chang & Yang, 2012); and between Job satisfaction and Innovative Behaviour (Aryee, Walumbwa, Zhou &Hartnell, 2012; Dörner, 2012). Although the mutual relationships between these variables have been studied, there are limited studies investigating their relationships using a theoretical model (Balkar, 2015).

According to Blanchard (2009), organizational climate can be looked at as an independent attribute of an organization, although recent studies have defined it as a combination of various opinions which when put together with the feelings of the employees and their behaviour would the define an organization. The difference between unbiased and biased measures is reflected in two approaches based on theory in regards to how organizational climate is defined (Ekvall, 2007). Organizational climate studies managerial or leadership styles, how decisions are made, if jobs provided to employees are stimulating, minimizing dullness and redundancy, providing adequate remuneration, remodeling old human resource policies, and providing a favorable work environment with good settings and making a path for growth in career and academics (Nicholson and Miljus, 1992).

Climate affects activities within an organization both directly and indirectly and is affected by almost everything that occurs in the organization. The existence and development of any organization is directly proportional to its favourable climate (Herzberg, Mausner, Peterson and Capwell, 2007).

On the contrary (Kraut, 2006) states that no matter how much technology has made our lifestyle more comfortable, the function of an organization is heavily supported by human capital involvement. Organizational climate here will be the support rendered by the employer for the comfort of employees, job satisfaction is the underlying element to measure the employee behavior and organizational commitment will evaluate the value system of the

employee indirectly. The existence and development of an organization requires good human capital and not necessarily technological input.

1.2. Statement of the Problem

The recent explosive competition in the taxi industry in Nairobi evident from the massive strikes held as a result of the new player in the industry, UBER, is said to be causing a threat to the local taxis one of them being Pewin Cabs Ltd due to their adaptation of technology to ease the clients hassle when in need of the service (Public Transport in Nairobi, (August 4, 2016) Business Daily p. 19).

Corporate taxis, like Pewin Cabs, were against UBER's ways of working stating that the company could afford to have reduced prices because it had no overhead costs since all its drivers worked in the current gig economy which meant that its drivers worked independently for their income.

The organizational climate may have a significant effect on the job satisfaction of employees where the culture of innovation and that which is supportive of positive influence on job satisfaction and innovation is built (Dyah widyarini , 2009).

In many organizations' employees state one of the major reasons for not achieving job satisfaction yet considering that the pace of innovation in the private sector heavily influences the growth of national output and productivity is determined by the work environment (Sholikhah and Churiyah, 2006)

1.3. Purpose of the Study

The purpose of the study is to investigate the effectiveness of the organizational climate in Pewin Cabs on employees' job satisfaction and their perception on the ability to be technologically innovative in keeping up with the gig economy.

1.4. Objectives of the Study

The objectives of the study are to:

1. Identify the relationship of organizational climate on organizational attributes effectiveness specifically job satisfaction.

2. Investigate the relationship between organizational climate on the innovative abilities of workers Technological Innovation.
3. Identify the relationship between the organizational climate and the employees' perceptions on their job satisfaction level and technological innovation.
4. To measure the level of engagement and job satisfaction of all employees.

1.5. Research Questions

1. Does organizational climate have a significant impact on employees' level of job satisfaction?
2. Can organizational climate and job satisfaction be used as strong predictors of innovation?
3. Is there a relationship between Organizational climate, job satisfaction and technological innovation and are they inversely inter-related?
4. Is there a relationship between the hierarchical level of an employee and their job satisfaction and innovation inclination?

1.6. Hypotheses

The hypotheses' drawn, will be examined to give an indication of the relationship between organizational climate, innovation and job satisfaction and aims to highlight specific factors responsible for variations in these variables. On this basis a model will be framed. The model to be tested in this study will hypothesize as follows:

H1 The organizational climate has no significant impact on employees' level of job satisfaction based on their age;

H2 The Organizational climate and job satisfaction has no strong predictors of technological innovation based on their gender;

H3 The organizational climate, job satisfaction and technological innovation are not inversely inter-related with their academic qualifications.

H4 There is no significant organization climate difference between employees at the top of the organizational hierarchy with the rest of the employees.

1.7. Significance of the Study

The benefit of this research will equip the employer with knowledge on how to provide a more desirable work environment and work force so as to increase output.

These findings will also provide policy makers in transport industry recruit innovative employees to enable them to compete with international companies.

1.8. Justification of the study

The transport industry is growing at an expanded rate and technology has ushered new dimensions in the management of the transport industry and the need for the companies to be at the competitive edge.

Entry of the international transport provider, Uber and the locally constituted Little, powered by safaricom, are causing jittery among existing small, medium, and large transport companies. Booking online is now becoming common in the transport companies and therefore the need to be ahead in including innovation in the industry.

Organizational climate has a large effect on job satisfaction and hence need to be addressed in order for employees to channel their creative energy into innovative endeavours to assist their companies remain competitive in the transport market.

1.9. Delimitation of the Study

The independent contractors were excluded from the survey. The study did not take into consideration the viewpoints of other key players in the industry.

The study focused on the employee ratings of their company within the amount of time they have worked in it and whether they had made any significant innovations that would lead to the success of the company to determine the organizational climate of the company.

1.10. Limitations of the Study

The employees' job satisfaction may have been influenced by other factors such as their education level, their career interest, and their family background. Findings of the study can

be generalized to other taxi companies. Findings of the study have the potential replication by medium and large sized transport companies.

1.11. Assumptions of the Study

It was assumed, in this study, that organizational climate as a variable was closely related to the perceptions of employees towards their job satisfaction. It was also assumed that employees were able to participate in technological innovation when they have high job satisfaction or if the organizational climate is favourable.

1.12. Operationalization of Terms

Employee refers to “a person who works for another in return for financial or other compensation. They in the service of another under any contract of hire express or implied, oral or written, where the employer has the power or right to control and direct the employee in the material details of how the work is to be performed.” (Charles Muhl, 2002).

Gig economy refers to an environment in which temporary positions are common and organizations contract with independent workers for short-term engagements. (Mulachy, 2016).

Innovation refers to “an idea perceived as new by the individual.” This is an idea, training, or item that is identified as completely novel by an individual or the organization implementing it. The features of an innovation, as perceived by the members of an organization, define its rate of implementation (James Bessen, 2011).

Job Satisfaction is defined as specified that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one’s job experiences (Locke, 1997). Spector (2007) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about his or her job, including different facets of the job.

Organizational climate is defined as the recurring patterns of behavior, attitudes and feelings that characterize life in the organization more related to innovations (Aiswarya and Ramasundaram, 2012, p. 353). It also refers to the values, beliefs that are not visible but exist within the employee’s behavior and action which impacts on their job satisfaction (Moghimi and Subramaniam, 2013, p. 3).

Pewin Cabs refers to a taxi and transport company in Kenya that was founded in 2008.

Public Transport refers to a shared passenger-transport service which is available for use by the general public.

Taxi / cab refer to a type of vehicle for hire with a driver, used by a single passenger or small group of passengers, often for a non-shared ride. A taxicab conveys passengers between locations of their choice. This differs from other modes of public transport where the pick-up and drop-off locations are determined by the service provider, not by the passenger.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

The review of literature looked at existing studies, two basic modes are apparent: one is the macro mode, namely investigations aimed at the organizational climate based on how individuals perceive in the entire work environment; the other is the micro mode, namely investigation aimed at a certain dimension or a certain environment of the organization. From the technological dimension, organizational climate was studied in companies with different levels of innovation. Kangis, Gordon & Williams (2000). It looked at existing theory and research findings related to organizational climate, technological innovation and job satisfaction. The researcher examined Likert's five organizational systems of management which is a 20 item test used to describe human behaviour in an organization.

The concept of job satisfaction has been widely defined. Locke (1997) specified that job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job experiences. Spector (2007) refined the definition of job satisfaction to constitute an attitudinal variable that measures how a person feels about their job, including different facets of the job. Rice, Gentile and Mcfarlin (2011) defined job satisfaction as an overall feeling regarding one's job or career in terms of specific facets of job or careers (e.g. compensation, autonomy, coworkers).

In an effort to satisfy the needs of employees, many managers make use of incentivized programs, despite the fact that research has consistently confirmed that no amount of monetary rewards will translate into sustainable levels of job satisfaction or motivation (Joyce and Slocum, 2004).

Fajana (2002) in his work identified a long array of factors which when combined affect individual's level of satisfaction. These include, supervision or leadership (concern for people, task, participation) and job design (scope, depth, interest, perceived value).

Later, the view of organizational climate was researched and made more understandable by Litwin and Stringer (1968) and Stringer (2002). Using the previous work by Lewin, et al.'s (1939), together with the collective needs notions of their intentions (Atkinson, 1964; McClelland, 1987), Litwin and Stringer replicated a business situation using various manufacturing firms. These multiple organizations had a similar arrangement other than the leadership qualities of the heads of company.

Litwin and Stringer (1968) recognized that there was a relationship between how the leaders' behaved and how the employees perceived their organizational climate. It also looked at a relationship between the organization's climate how the employees behaved in terms of a general outlook of the organization's performance. The findings indicated several essential components in how people understand climate; that organizational climate has a significant effect on the attitudes and enthusiasm of employees, and therefore an impact which is directed on organizational performance and innovation (Stringer, 2002); there was a report that the actual organizational climate can only be assumed as it is perceived by the employees of the organization, hence, we must allow these employees of the organization to apply the organizations climate to sieve information to those particular employees (Litwin & Stringer, 1968).

Zijada, (2012) after conducting a study in Bosnia found that organizational climate was significantly associated with the perception of lower cadre staff members regarding the organization's vision, mission and core values.

The aim of this paper was to study if there were any variances in the status of several measurements of organizational climate for job satisfaction of either sex of the participants, as well as variances in relation to their hierarchical positions within the organization. However, it is possible that the researcher may have clustered too many items together as the study was too broad and did not give conclusive data neither on the organizational climate variables nor the role of hierarchy on job satisfaction and technological innovation. Another study found that organizational climate had a positive effect on job satisfaction (Kangis, Gordon & Williams, 2000). Although dependent variables in such studies included employee performance and employee behavior, the studies were incomplete because most of them

looked at the macro level rather than at the micro level. Studies on organizational climate from the angle of professional expertise were found lacking and of limited usefulness.

Social psychologists have proposed that the more an employee expects growth within the organization, the more likely they will act in a way that is consistent to implementing the organization's vision, mission and values (Wayne, et al., 1997). Further, research has also identified that the more an employee expects that their supervisor supports them, that employee is more likely to perform well as they will not want to disappoint their supervisor (Susskind, Kacmar, & Borchgrevink, 2003). However, little research has been carried out to investigate the influences of either the employees' perception on growth or the influence of the supervisor on the input of the employee on technological innovation.

2.2. The Relationship between the organizational climate on the capabilities of employees Technological Innovation.

Drexler (1977) argued that an acceptable measure of organizational climate is only achievable where there is a significantly high level of agreement between the individual respondents. He observes that several researchers on the subject do agree that the concept, organizational climate, can be viewed as a prevailing variable between organizational inputs and constraints as well as individual behaviour. This is also noted by Rousseau (1988) who put emphasis that the impact of organization climate and the characteristics on individual responses are determined by individual perceptions of the situation.

However, Payne (1971), stated organizational climate, according to his understanding of the definition, has to be the perception and the cognitive interpretation of the employee in the study, not a mark taken from the perception of others and then regarded as an individual property. He points out that the climate score derived can only be used as an organizational property if convincing evidence is provided that shows some degree of shared perception between the respondents in each organization.

The foregoing implies that there could be almost as many definitions of organizational climate as there are researchers in its study. An examination of typical examples of definitions may suffice.

As Rousseau (1988) points out, most researchers see the term organizational climate, as a description of the overall atmosphere prevailing in a workplace as perceived by organizational members.

According to Owen (1970), the term organizational climate is used to describe characteristics of the general administrative environment in which members of an organization operated. This environment was created as a result of the policies put in place by the leaders and managers in the organization. Howard (1974), in a study on organization climate improvement, defined organizational climate as the sum of social and cultural conditions which influence individual behaviour in the organization.

However Hempton (1973) holds a contrary opinion that the organizational climate in which employees work refers to the subjective perceptions held by individuals of objective organizational realities such as structure, standards, leadership and rules. Hoorn (2014) looked at organizational climate from a creative and artistic point of view. Their definitions were aligned to the emphasis on organizational goals and individual needs and talents.

2.3. The relationship between Organizational Climate and Organizational Attributes on Job Satisfaction.

There has been research conducted in the United States which found that attributes of job satisfaction and organizational climate tend to remain relatively stable over periods of time (Staw & Ross, 1985). This would include matters such as changes in employment, employer and career.

These studies, however, are vulnerable to several criticisms; other unaccounted factors might be contributing to job satisfaction levels (Gerhart, 2005). This shows the relevant importance of studies directly assessing the role of job satisfaction. Most prominently, there is research evidence that self-esteem, self-efficacy, emotional stability and locus of control comprise individual satisfaction levels, which contribute to how an individual in the organization perceives himself and subsequently the organization as a whole (Judge & Durham, 1997).

A review of over 169 correlations between each of four affective constructs (i.e., self-esteem, self-efficacy, job satisfaction and locus of control) found that as self-reported levels of self-esteem, self-efficacy, job satisfaction and locus of control increased so did overall

performance of the organization (Judge & Bono, 2001). Similarly, studies into the link between the five factor model of personality and job satisfaction revealed neuroticism, conscientiousness and extraversion seem to portray a moderate relationship with job satisfaction (Judge & Mount, 2002).

A similar study on personality, behaviour and leadership styles within organizations in Nairobi province by Asunda (1983) reported significant differences in organizational climate as a function of sex of employees versus size of organization. Organizations with a higher population of male management / leaders were perceived to be autocratic (authoritative climate) whereas organizations with a large female employee population were perceived to be democratic (participative climate). These studies findings tend to agree with previous results of a study in Nigeria by Gibbon (1976) on organizational climate as it relates to the employees sex and size of population.

Another study carried out in Nigeria on employee perceptions of organizational climate on increasing morale and innovation by Adeniji (2011), found significant factors in improving employees' morale and hence increasing creativity and innovative output. These factors include: the personal attributes of the employee, effective communication among the staff, employee participation in policy formulation and decision-making and support on the part of the management. Adeniji (2011) points out that, the actions of the manager seemed crucial with respect to organizational climate and that the nature of organizational climate was a major responsibility of the manager who are the major influencers of the organizational climate.

However, as pointed out by Bateman (1991), even though groups are powerful forces in organizational affairs, whatever the group's strengths, its ultimate contributions will be largely determined by the leadership within the organization.

2.4. The relationship between the organizational climate and the employees' perceptions on their job satisfaction level and technological innovation.

The need for innovation within organizations has been on the rise and vital especially for those organizations that look excellence in how they are performing and keep improving and addressing continuity in a highly competitive environment. These organizations experience

difficulties, resulting to the top management to come up with policies and strategies so as to enable them adapt to these challenges and therefore achieve the aim of the organization effectively (Hayjan, 1999).

On the other hand, Mousa(2012), conducted a study in a Jordan University on the Impact of Organizational Climate upon the innovative behavior of employees. The results of this study indicated that the rate of how the respondents perceived the measurements of organizational climate was average, and that their perceptions towards the innovation behavior were great. The study also found out that there was a noteworthy effect with pointers for the measurements of the organizational climate on the innovative behavior among those who responded. This study gives a recommendation that there is importance in developing the employees and to ensure there is adequate flow of funds to support the employees' creativeness at Jordanian private Universities through a practical scheme of incentives.

Over the past two decades, globalization and rapid technological advancements have caused a situation where organizations encounter challenges like varying customer demands and increased competition. To keep pace with these changes and to maintain a competitive edge, organizations need to innovate, that is to explore and implement new ideas. Organizations bring innovation in their product, service; introduce new technology within the organization or externally as a result bringing changes in other elements of the organization. To build an innovative workplace human talent is heavily relied upon and must bring innovations in their processes, methods and operations (Ramamurthy et al., 2005).

A study conducted by World Bank in the developing word states that, "the raise of innovation, in particular technological innovation, in developing countries is becoming quite trendy. There is a growing interest in this subject which comes from recognizing that it is important to get back to the foundation after facing limits of economic policies captured in the Washington agreement approach. This combination of being privatized, being liberalized, and having policies deregulated, has clearly proven their limits for ensuring there is justifiable growth in the developing world. Also the policies that focus on modernization, which include but are not limited to enhancing infrastructure and organizations with a more

dominant government, are yet to yield expected results. Therefore, resulting into the study of engineering for economic development that is technology, its innovation and diffusion.” Jean-Eric, (2005).

Innovation needs to be observed as something new within a particular context. This contingency to the particular context is important and will go a long way in assisting developing countries. In a global standpoint there are several forms of innovation that can be distinguished; that which relates to local improvements based on the adoption of technologies which are more or less available locally. That which materializes in the coming up of competitive activities with some adaptation made to technology of some that are already existing. Those that are a creation and production of technology from a global significance (Jean – Eric (2005).

2.4.To measure the level of engagement and job satisfaction of all employees.

The significance of organizational climate is as a result of the fact that it enables the organization to meet the goals and objectives competently and successfully so as to achieve the goals of its employees and organization in general (Al Khaja, 2006). Alkfawin (2005) confirms that researching the organizational climate is important because of being a major component towards achieve the major organizational goals and those of its employees. Zoubi (2006) also pointed out the importance of studying the magnitude employees of the particular organization perceive the characteristics of the organizational climate and that this reveals either their positive or negative outlooks toward the organizations in which they work for.

It has previously been reported in studies conducted that employee engagement is on the decline and there is a widening disengagement among employees today (Bates, 2004; Richman, 2006). It has also been reported that the majority of workers in today's organizations, are not fully engaged or they are disengaged leading to what has been referred to as an “engagement gap” that is costing the United States businesses billions a year in lost productivity (Bates, 2004; Johnson, 2004; Kowalski, 2003). These studies were conducted several years ago and the engagement gap may have reduced or increased since then.

In a more recent study conducted in Uganda, The findings from this research indicate that employees will commit for an activity and for the brand of their organization in the particular industry, good remuneration for the work they have accomplished; employee job satisfaction and provision of rewards within the organizations has shown a significance in the relationship. The study shows there is a notable significance of a positive relationship between a good environment and existence of favorable rewards for work, between the relationship and the brand of the organization. The study also brought about a significant negative relationship of job description and innovative ideas or suggestions, significance to the employees' needs and the brand of the organization within its network. Results showed that job description has a major relationship with colleagues and are directly correlated to high job satisfaction. It is indicated from the findings that there is clear positive relationship between employee job satisfaction and the level of employee engagement. There also is a significant relationship between an employee's job description or actual nature of their work and provision of fair rewards and brand of the company. Results also showed that there is negative significant relationship between organizational work stress and employee job satisfaction.

These findings indicate that irrespective of the relationship between employee interaction and job satisfaction; employee interaction and job satisfaction are the most important attributes for organization climate and are not particularly correlated. The findings revealed that employee job satisfaction is important to employees to ensure organizations' endurance and sustainability. The analyses were limited to the research of the attributes for organization performance, which were based on measurements of various ways for measuring performance focusing on other different attributes.

2.5. Theoretical and Conceptual framework

The proponents of the theories that will be used in this research include: The Job Characteristic Model Theory and Diffusion of Innovations Theory (Everett Rogers, 1997).

2.5.1. The Job Characteristics Model Theory (JCM)

This theory explains that job satisfaction occurs when the employees work environment brings out intrinsically motivating characteristics. It looks at it from an organizations' point of view, which assumes that once the five core job dimensions are improved it will then result in a positive organizational climate and therefore increased levels of employee job satisfaction. (Hackman & Oldham, 1975)

Job satisfaction theories are closely inter-warped with theories that explain human motivation. Some of the similar theories that have been studied in this topic include: Maslow's needs hierarchy theory; Herzberg's motivator-hygiene theory; the Job Characteristics Model; and the dispositional approach. The JCM theory is of particular interest in this study and has been described and discussed below. (Taber & Alliger 2005).

The Job Characteristics Model (JCM) explains that job satisfaction occurs when the organizational climate enhances intrinsically motivating behaviour (Behson, 2010).

Five key job characteristics: skill variety, task identity, task significance, autonomy and feedback, influence three psychological states (Figure 2.1). The three psychosocial states lead to a number of potential outcomes, including: high levels job satisfaction. Therefore from an organizations' perspective, it is assumed that by improving the five core job dimensions this will subsequently lead to a better organizational climate and increased job satisfaction (Behson, 2010).

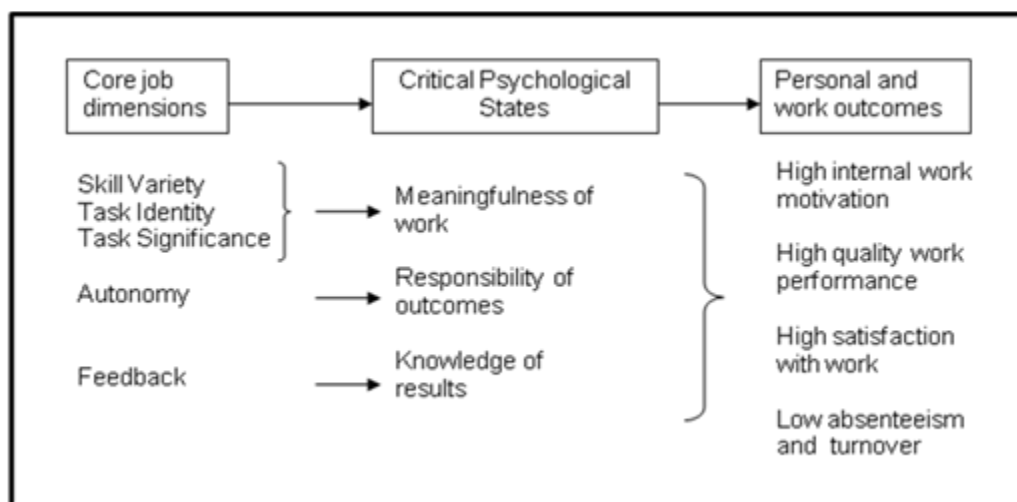


Figure: Job Characteristics Model

On the other hand, unlike Maslow or Herzberg's theories, the JCM has received significantly more empirical support. However, it has also drawn criticism as many studies utilizing this theory investigate the direct impact job dimensions have on personal and work outcomes, completely disregarding the critical psychological state of the employee (Fried & Feris, 1998).

2.5.1.1. Summary of Job Characteristic Model Theories

Despite its past popularity, there is not much support from the empirical perspective for the hierarchy of needs and motivator-hygiene approaches (Maher, 2002) (Ewen, 1964). The dispositional approach and JCM has continued to see a growth in empirical support (Behson, 2010). There is difficulty in showing the contrary that the motivating attributes influence the organizational climate and have a significant effect on the satisfaction of the employees with their work, and that the JCM does not give a full explanation on employee job satisfaction. Subsequently, Furnham..et al (2001) combined the motivator-hygiene approach together with personality so as to enable him understand the effect on employee job satisfaction. Findings have shown that demographic attributes and measurements on the five commonly used personality traits (including, openness, conscientiousness, extraversion, agreeableness, and neuroticism) combined accounted for a significant ration of employee job satisfaction.

2.5.2. Diffusion of Innovations Theory (Everett Rogers, 1997).

According to Rogers, (1997), this theory seeks to explain how, why, and at what rate new ideas and technological innovation spread. He describes diffusion as the process by which an innovation is communicated through various channels over time among the members of a social system. Diffusion is a special type of communication concerned with the spread of messages that are perceived as new ideas.

An innovation, simply put, is "an idea perceived as new by the individual." An innovation is the idea, practice, or item that is perceived as new by the employee or their organization. The

characteristics of an innovation, as perceived by the members of a social system, determine its rate of adoption (James Bessen, 2011).

The four main elements in the diffusion of new ideas are: The innovation, Communication channels, Time, The social system (context).

2.5.2.1. The innovation

It looks at the reason certain innovations tend to spread faster than others. There should be an effect of the innovation, its ability to spread and get adopted which should clearly show. There are several characteristics which govern an innovation's amount of implementation they include: the relative advantage, the compatibility, the complexity, the trial ability and the observability to those people within the organization.

2.5.2.2. Communication

This involves the process by which employees come up and share information with each other so as to maintain a mutual understanding. The channel of communication is the mode by which messages are transmitted from one person to another. In particular, mass media transmissions are more effective in coming up with knowledge on the innovation, whereas channels that are interpersonal are more effective in creating and changing perceptions toward a new idea, which then influences the decision to accept or reject a new innovation. Most individuals evaluate an innovation, not on what scientific research by experts dictates, but through the particular evaluations of other individuals who have adopted the innovation.

2.5.2.3. Time

First, the time dimension is involved in diffusion through a three way process:

It is involved in the innovative and decisive process. The innovative and decisive process is the process through which an employee or organization passes from mere knowledge of an innovation to ones attitude toward the particular innovation, then deciding whether to accept or reject, whether to implement the new idea, and awaiting a confirmation of this decision. An employee will constantly seek information at various stages of their innovative and

decisive process so as to decrease their uncertainty about the innovation's expected consequences.

It involves a five-Step Process:

Knowledge – individual becomes aware of an innovation and is familiar with how it functions

Persuasion – individual has a favorable or unfavorable perception toward the innovation

Decision – individual is involved in the activities that will enable them to make a choice to accept or reject the innovation

Implementation – individual implements the innovation into use

Confirmation – individual looks at the findings of their innovation that has been formulated

The second way in which time is significant in the diffusion is when innovativeness of the particular individual or organization. Innovativeness is the degree to which an individual or organization is significantly quick in implementing new ideas compared to other members of the organizations.

The third way in which time is involved in diffusion is in the rate of acceptance. The rate of acceptance is the haste with which an innovation is accepted by members of an organization. The rate of acceptance tends to be measured as the number of individuals within that organization that accept the innovation in a given time period. A previous study, shows an innovation's rate of acceptance is influenced by the five perceived attributes of an innovation.

2.5.2.4. The social system

The fourth main element in the diffusion of innovation is the organizational climate. An organization is defined as a combination of connected units that are involved in joint problem-solving in the pursuance of accomplishment of a common goal. It is comprised of individuals, informal groups, organizations, and subsystems. The members establish a boundary within which an innovative idea disperses. How the members' social structure disturbs diffusion has also been previously studied. The area of research involved how customs can affect diffusion. Customs are the established behavior configurations for the

members of the system. Another area of research has had to do with opinion leadership, this is the point to which an individual is able to influence casually other members' attitudes or open behavior in a positive way with relative regularity. This is then an individual who attempts to influence clients' innovation-decisions in a manner that is deemed desirable by an organization.

A final crucial concept in understanding the nature of the diffusion process is the critical mass, which occurs at the point at which enough individuals have adopted an innovation that the innovation's further rate of adoption becomes self-sustaining

The concept of the critical mass implies that outreach activities should be concentrated on getting the use of the innovation to the point of critical mass. These efforts should be focused on the early adopters, the 13.5 percent of the individuals in the system to adopt an innovation after the innovators have introduced the new idea into the system. Early adopters are often opinion leaders, and serve as role-models for many other members of the social system. Early adopters are instrumental in getting an innovation to the point of critical mass, and hence, in the successful diffusion of an innovation.

Relative advantage is the extent to which an innovation is perceived as better than the idea it supersedes. The extent of relative advantage is measured in economic terms; however social convenience and satisfaction are regarded as important factors. It does not matter so much if an innovation has objective advantage, what matters is whether an individual perceives the innovation as advantageous. The greater the perceived relative advantage of an innovation, the more rapid its rate of adoption will be within the organization.

Compatibility is the extent to which an innovation is perceived as being consistent with the existing values, past experiences, and needs of the employees or organization. An idea that is incompatible with the values of an organization will not be adopted as rapidly as an innovation that is compatible. The adoption of an incompatible innovation often requires the prior adoption of a new value system, which is a relatively slow process. Complexity is the degree to which an innovation is perceived as difficult to understand and use. Some innovations are readily understood by most members of a social system; others are more

complicated and will be adopted more slowly. New ideas that are simpler to understand are adopted more rapidly than innovations that require the adopter to develop new skills and understandings.

Trial ability is the extent to which an innovation may be experimented with on a specified amount of time. New ideas that can be tried on before installment will generally be adopted more quickly than innovations that are not tested. An innovation that is trial able represents less uncertainty to the employee or organization who is considering it for adoption.

Observability is the extent to which the results of an innovation are visible to others.

The easier it is for organizations to see the results of an innovation, the more likely they are to adopt it. Such visibility stimulates employees towards a new idea.

While an innovator may not be respected by the other employees, the individual innovating has an important role in this process of diffusion within that organization: That of initiation of the new idea in the organization by introducing the innovation from the external organization's boundaries. This enables the innovator to play an important role in the flow of innovation within the organization.

Innovations are approached with a lot of skepticism, and majority of the employees do not adopt until most others in their organization have done so. The organization norms must definitely favor an innovation before the late majority is convinced. The pressure of peers is necessary to motivate adoption. Their relatively scarce resources mean that most of the uncertainty about a new idea must be removed before the late majority feel that it is safe to adopt. The creations possess almost no opinion leadership. In their outlook of all adopter categories; Decisions are often made in terms of what has been done previously.

Employees tend to be suspicious of innovations and change agents. Resistance to innovations on the part of employees may be entirely rational from this viewpoint, as their resources are limited and they must be certain that a new idea will not fail before they can adopt.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This study aimed at reaching 35 employees from various carders within the organization:

The research will be conducted through self-developed questionnaire surveys and Likert's Scale System of Management using purposive and self-selection sampling. In the first part of the questionnaire survey, the respondents will need to provide various information on sex, age, education level and their position within the company; the other part of the survey will deal with various attributes of organizational climate; these include statements which explain various situations in the organization – events, conduct, rules, relations; Another part of the questionnaire will examine employee satisfaction in terms of the existing motivational factors in their respective roles. T-tests and one-way analysis of the variance (ANOVA) will look into the differences between the subgroups in the sample.

3.2. Research Design

This research type will be survey research design and it will use both qualitative and quantitative approach to the survey method. According to Singarimbun, (1995) a survey of the research method is the research that takes samples from a population and uses questionnaires as the principal means of data collection. The researcher will attempt to find the type of relationship between Organizational climate, job satisfaction and technological innovation and will study the aspects that affect this relationship with Pewin Cabs Ltd.

3.3. Location

The research was conducted in a Kenyan Public Transport Company, Pewin Cabs. The company operates in the service sector and offers a broad specter of different business to a majority of corporate and individual clients. It had employed 60 people on a permanent contract and has over 100 as independent contractors. The company was a major player in using technology in the industry before it began experiencing external competition from an international public transport provider and as a result needed to use its human resource to come up with innovative solutions to keep afloat.

3.4. Target Population

The population of the study, according to the human resource department statistics (2016) consists of 60 employees, comprising 27 females and 33 males, and 35 managers, supervisors and junior level employees targeted in the study.

3.5. Sampling Procedures

Purposive and self-selection sampling will be conducted with a sample size of 5 managers, 10 supervisors and 20 junior level employees. The questionnaires were filled out anonymously to ensure confidentiality of information given.

3.5.1. Sample

The group within this sample has a significant number of males (70%), which is as a result of the organizations activities and the industry in which they operate (transport & Infrastructure). Women represented will be only 30%, which showed a significantly lower presence of females in the organizational structure.

3.6. Research Instruments

A questionnaire was selected as the instrument of the study. Nyaanga (2004) has described a questionnaire as a means of eliciting the feelings, beliefs, experiences or attitudes of some sample of individuals. In preferring the questionnaire to the interview, an economy in time and expenditure was effected.

One instrument was used: Multilevel Organizational Questionnaire. It comprised of two parts with a total of eleven sections. Part I which had Section A had four items on the employees' demographic variables of area of experience, sex, age, marital status, academic qualifications. Part II which had section B to section K comprised of a 28- item profile of an organizational questionnaire used to report the employees' perceptions of the organizational climate of the organization in which they worked.

The profile was designed by the researcher based on the variables they wanted to study.

The 28-items comprised of organizational processes measured as sub-scales, namely: Organizational knowledge, work culture, Teamwork, Motivation, Communication, Customer Interaction, Training, Work environment, Leadership, Remuneration, Performance

Management and Goal setting. A five point Likert type scale, based on Likert's profile of an organization questionnaire was adopted. The responses to the items ranged from explanatory to responses based on scale that ranged from order of agreeability.

Respondents were to select one of the four responses for each item that best described their organization.

3.7. Piloting of Research Instruments

A pilot study is the pre-testing or experimenting of a particular research instrument (Baker 1994: p.182). An advantage of conducting a pilot study is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated (De Vaus 1993, p.54).

During the pilot study, which was conducted in a different organization, each questionnaire item was discussed with respondents to ensure that all items were correctly worded and were not subjected to misinterpretation before being administered in the main study.

3.8. Data Collection Techniques

In testing the climate of the organization, these categories will be taken into consideration: observation on the quality of work, products and services, a sense of identity within the organization, structural organization, the way of management, the company's presence and it's awareness about its existence, company's mission and vision, communication and information, employee interpersonal relations, employee academic qualifications, possibilities for growth in education, awards and motivation.

3.9. Reliability and Validity of instruments

The Likert Scale was revalidated to focus on the relevant number of items and the test-retest reliability was tested with Karl Pearsons Coefficient of Correlation. In the organizational climate survey, median averages were assessed in order to measure the organizational climate and the related variables in regard to innovation.

Reliability was measured by means of Cronbach's Alpha, which measures the internal reliability of an item. The standard value that is accepted to determine if the measure is

reliable is 0.70 (Nunnally, 1978). In this particular context for the proposed model, reliability is measured by determining Cronbach's Alpha for each item and then determining whether these items correspond to each in terms of construct or variable and whether they have internal consistency (Kerlinger & Lee, 2000).

There are two types of validity that researchers focus on: construct validity and content validity (Kerlinger & Lee, 2000).

Construct validity is described as the degree to which interpretations can reasonably be made from the operationalization of measures from a research to the theoretical constructs on which those operationalization's were based (Kerlinger & Lee, 2000). The main question essential to construct validity is whether the matter of the measure is representative of the overall content of the concept being measured. Construct validity includes several types of validity which include discriminant and convergent validity. Discriminant validity is the degree to which the operationalization is not similar to other operationalization's that it theoretically should be not be similar to.

Convergent validity is the degree to which the operationalization is alike other operationalization's that it should actually be theoretically similar to (Pedhazur & Schmelkin, 1991). Content validity is the level a test measures a planned content area or defined body of knowledge that is determined by the expert judges from the area used in the measures (Kerlinger & Lee, 2000). Content validity depends on how accurately the scale development process is followed (Churchill, 1979; Gerbing & Anderson, 1988).

3.10. Data Analysis

Collected data was analyzed using SPSS (v.20) Coefficient Correlation to determine the cause and effect of Organizational climate on Job satisfaction and Technological innovation. Likert emphasized the importance of the informal structure of the organization and suggested some important aspects of the informal structure that can modify, supplement, or replace the more traditional structural designs used in business and government. His suggestions are based on his research into the following organizational and performance characteristics: Leadership processes; Character of communication process; Character of motivational

forces; Character of interaction-influence processes; Character of decision-making processes; Character of goal setting or ordering; Character of control process.

These characteristics form the question categories in Likert's Organizational Climate Survey. Each response continuum is divided into five intervals.

Studying hypothesis one to four, Pearson Product Moment Correlation Coefficients which tests the degree of inter-reliability between the variables was used to measure the relationships within the variables.

ANOVA Test, which measures variations among variables, was conducted in order to establish the level of significance of the measured variance among Managers, supervisors and junior level employees in this study. It was used to define if the average scores of the three levels of employee cadres differ. If a substantial result is found between the cadres, it will not tell us between which clusters there exists a difference. For this reason, a post hoc analysis was carried out so as to compare the mean.

The organizations were then compared with respect to their opinions on organizational climate by means of an ANOVA test. However, the ANOVA technique is based on the mathematical/statistical theory that the independent sample group can be made to produce two distinctively independent estimates of the population variance which includes those in the group variance estimate and how this deals with the difference each of the items in a given sample is from other items in the same group.

The group variance estimate looks at how different the means of the various items (or employees) vary from one another.

3.11. Ethical considerations

Ethical standards of the University of Nairobi were used as guidelines. Ethical standards of data collection procedures were adhered to. Voluntary participation was explained to the participants.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1. Introduction

This Chapter will show the analysis of data collected for the study. Statistical inferences based on results of the analysis were made as to whether or not there were significant relationships between the dependent and independent variables utilized in the study; in this case organizational climate, technological innovation and job satisfaction.

There are two sections in this Chapter. The first shows the questionnaire responses, the demographic data of respondents, the organization descriptive data and the mean performance index. The second section shows the analysis technique used, the analysis of data with regards to the hypotheses and a summary of the data analysis findings.

The researcher administered 35 copies of questionnaires to the three cadres of employees at Pewin Cabs, but a total of 32 questionnaires were returned. However, from the 32, 27 came back relevantly filled out and completed. The response rate was a representation of 77.14%. After conducting an analysis of the questionnaire, it was estimated that the given total responses indicated that junior level employees had the highest response rate of 19 (54.28%); supervisory staff had 6 (17.14%); Managers had 2 (5.9%). All 27 questionnaires were factored into the analysis of this study.

4.2. Demographic Characteristics of Respondents

The demographic data of the employees who participated in the study was summarized based on the percentage of the sample in each group in regards to their: age, sex, marital status, professional experience, academic qualification and area of specialization as presented in Table 4.1.

Table 4.1: Demographic Characteristics of Employees

Variable	Group	N	%
Age	<26	5	20%
	26 – 30	9	33.27%
	31 -35	7	25.92%
	36 -40	4	14.41%
	41 -45	2	6.4%
	46 -50	0	
	>51	0	
Sex	Male	19	70%
	Female	8	30%
Marital Status	Single	21	77.78
	Married	6	22.22
	Widowed	0	
	Divorced/Separated	0	
Department	Administration	4	14.82
	Support	3	11.11
	Finance Services	9	33.33
	Operations	11	40.74
Academic Qualification	Primary	0	
	Organization	5	18.52
	Secondary	10	37.04
	Organization	5	18.52
	College	7	25.93
	Certificate	0	
	College Diploma	0	
	University		
	Graduate		
	Post – graduate		
Other			

N = 27 Employees

It is of importance to note that a majority of employees (70%) in Pewin Cabs are male with only 30% female. The industry is considered rather volatile especially with the external environment which could be a major contributor to the notable difference in percentages. This may be a gap in the industry untapped and with possible positive impact to the company to increase their female employees.

From the data collected, it showed a majority of the employees (33.27%) were between the ages of 26-30 years; with a narrow gap from those aged 31 – 35 years. This may indicate a vibrant team who are prone to have more technological interest geared toward innovation but may also portray a high human capital risk due to lack of commitments which may mean they are less likely to stay too long in an organization.

With (77.78%) of the employees being single and (22.22%) being married, this may have a great influence on the level of job satisfaction both positively where the employees would all feel like peers and negatively as they would be less likely to stick around if the organization should face any challenges.

The biggest percentage of respondents was from the Operation department with them being (40.4%). There may be need for the organization to fairly distribute its human capital to allow for equal work load which could help increase the job satisfaction.

When studying their academic qualification, (37.04%) had the basic minimum level of education. However, considering this was a young demography, the number may increase at a later research as most are still young to pursue further education that will aid in career development.

4.3.Hypotheses Testing

The hypotheses were stated in null form for purposes of analysis. The relevant data was analyzed to determine whether to accept or reject each hypothesis. The hypothesis was tested as follows:

H1: The organizational climate has no significant impact on employees' level of job satisfaction based on their age;

Table 4.2 Age of Respondents

ANOVA for Employees	Age	N	F-ratio	P-Value
	<26	5	2.4	0.10
	26 – 30	9		
	31 -35	7		
	36 -40	4		
	41 -45	2		
	46 -50	0		
	>51	0		

N = 27

The data flow shows that most principals, (60%), are in the 40-49 years age group, and 30% at the 50 and above years age group.

With mandatory retirement at 55 years and optional retirement at 50 years, the 30% of the principals above 50 years are at the retirement bracket and may be reluctant to embrace change. They may resist attempts to break away from what they regard as the tried and true methods of the past in favour of new and bold unproven procedures. This may fundamentally influence the nature of school organizational climate and thus the level of performance in sciences.

There was no evidence for a significant difference between organizational climate and the employees' age. The null hypothesis was thus accepted.

H2: The Organizational climate and job satisfaction has no strong predictors of technological innovation based on their gender;

Table 4.3: Anova based on Sex of Respondents

Sex	Male	19	0.75	0.32
	Female	8		

N = 27

H3 The organizational climate, job satisfaction and technological innovation are not inversely inter-related with their academic qualifications.

4.4. Academic qualifications of Respondents (APPENDIX C / F)

The findings showed that the measurements of organizational climate indicated a significantly strong relationship with the measurements of the innovativeness when analyzed with qualifications.

It is of significance to note that data

H4 There is no significant organization climate difference between employees at the top of the organizational hierarchy with the rest of the employees.

4.5. Employment Status of Respondents (APPENDIX D/E)

There was no sufficient evidence for a significant difference between employees on organizational climate as perceived by employees. The null hypothesis was thus accepted.

4.6. Conclusion

It was noted that the measures of the items, organizational climate, approached an interval scale of measurement and was closely related to the perceived behavior of all three cadres of employees.

The data analysis findings indicated that:

- (a) There were no significant differences in organizational climate as perceived by employees as a function of their; age; sex; academic qualification; professional experience and department
- (b) There was no significant relationship between organization climate as perceived by employees (i) department (ii) employee sex (iii) size.
- (c) There were significant differences between organizational climate and organization category.
- (d) There were no significant differences between organizational climate and employees sex.

The results of this study show that total organizational climate perception is positively related to several company performance indicators: success, sustainability, development and employee engagement.

There was no inter-item relation between organizational climate and job satisfaction identified in this study. Employee engagement has not been found to mediate the relation between organizational climate and success, sustainability & development. Employee engagement is therefore not an underlying factor that clarifies the relation between organizational climate and job satisfaction. Organizational climate results in high job satisfaction rather than via employee engagement. Employee engagement is one side effect of organizational climate, but not the explanatory variable for increased technological innovation.

Regarding the influence of the various organizational climate attributes that build up to the organizational climate as a whole, it was noted that innovation is most affected by clarity, and least affected by innovation perception. If the organization mission, vision and values are clear to employees and they know what their role is in reaching these goals, performance of the organization appears to be higher. The direct influence of innovation on profitability is less strong. However, of all the organizational climate attributes, innovation is strongest related to success & development. This tends to indicate that innovation is crucial for success and development, but less important for profitability on short term basis.

Another finding of this study is that there is an inter-item relation between management support and job satisfaction which showed important implications for technological innovation among employees. Organizational climate and the relation between organization size and academic qualifications is governed by management support towards flexible working hours that allow for career growth and academic pursuit. For organizational climate as a whole, the impact of academic growth is fully dictated by management support, while for innovation and job satisfaction the relation is only partially dictated as a significant amount of it depends on the employee. Therefore, perceived organizational climate is not directly influenced by academic qualifications, but through management support.

Management support is impacted by the organizational size and the perceptions of the employee. For technological innovation and job satisfaction, employee perception is only partially dictated by management support, indicating that other attributes other than only management support have a relation.

The study looked into the role of employee hierarchy on the perception of organizational climate among the employees. The findings showed that people further up in the organizational hierarchy perceive organizational climate more positive than people in lower hierarchical levels or the junior level employees; the top management has a more positive organizational climate the various cadres within the organization.

These findings imply that when analyzing organizational climate one should ensure that the sample that represents the various cadres within the organization is well distributed to prevent bias of findings.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

The previous chapter obtained the relevant data analyses for this study. This chapter will therefore give a summary of the findings, the conclusions and recommendations for further studies. The purpose of the study was to identify attributes within the organizational climate that may result to employee job satisfaction and technological innovation among employees in the various cadres within Pewin Cabs.

5.2. Study Findings

The results showed that the majority of the employees' perceptions at Pewin Cabs towards organizational climate; its organizational structure, its governing, rules and regulations, employee participation, the ability to give incentives and bonuses, presence of team work and the method of communication. The technological innovation was placed first, then this was followed by the career advancement; organizational structure came third and finally the method of communication and employee participation, respectively.

This result indicates that the organizational climate is considered as one of the stimulating effects to generate new ideas. This kind of climate is characterized by the rule of interaction and dialogue between individuals of a similar age group, existence of cooperation and harmony between them and administration, and the opportunity for growth and development so as to achieve the individual aspirations.

5.3. Recommendations

Pewin cabs will need to adapt in the gig economy and find ways to provide job satisfaction whilst still ensuring to maintain the labor laws that will allow for flexibility of employees.

The organization should continually conduct training to inform their employees on their numerous happenings and different innovative ideas so as to enable them to select the most suitable in accordance with a specific situation and apply it for the good of the company.

The organization should carry out a research within their client database in order to determine the need for certain innovations so as to maintain the competitive edge.

The Human resource team should design a year plan regarding career development for all categories of employees to ensure that they are given a fair opportunity to develop. They should design criteria for selecting the staff that are to be sent for career development and training, and administer these selection criteria fairly.

There should be a constant evaluation and review of various organizational events. There is a need of a monitoring system which could ensure timely completion of processes.

More clarity regarding job description may be helpful. All the employees who have multiple reporting should be

5.4. Suggestions for future Study

Further research may enable practitioners understand and apply the relationship between organizational climate, job satisfaction and technological innovation towards meeting challenges in modern organizations in trying to create an organizational climate conducive to a flexible working structure.

Further research may influence the labor laws to change with the changing times and allow for independent workers who are not necessarily employed by the companies as is becoming common in the gig economy.

5.5. Conclusions

In this study, the researcher considered employee engagement as a perceived psychological frame only and didn't put major emphasis on it. This point of view appears to be strongly correlated to organizational climate and job satisfaction. It appears that job satisfaction has substantial overlap with organizational climate and that when measuring technological innovation also job satisfaction is partially covered in this measure.

To have an attribute more distinct from organizational climate, it would have been better to measure the behavioral aspect of job satisfaction.

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APPENDICES

APPENDIX III: LETTER OF INTRODUCTION

The Manager

Pewin Cabs Ltd

P.O Box 61555 – 00200

Nairobi

Dear Sir/Madam,

I am conducting a study on your organization and I would like your assistance in answering the questions for me as honestly and as detailed as possible.

The information you give is confidential and will be used for research purposes only. Do not write your name on the questionnaire.

Kindly return the filled questionnaire into the addressed envelope. Hand over the sealed envelope to the receptionist.

Thank you for your cooperation.

Sincerely,

Linda W Karanja

Post graduate employee

University of Nairobi.

APPENDIX IV: ORGANIZATIONAL QUESTIONNAIRE

INSTRUCTIONS

You are assured that the information you give will be kept confidential and will be used for research purposes only. Therefore, do not write your name in the questionnaire.

Please respond to all items in the questionnaire as correctly and honestly as possible by putting a tick against one of the options. For the open ended questions please use the blanks provided to fill in a response. The instrument will take approximately 20 minutes to complete.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

1. Please tick one which applies to you.

Respondent's Department:	Administration	
	Support	
	Finance Services	
	Operations	
Date of interview:		
Respondent's Sex:	Male:	
	Female:	

2. What age bracket do you fall into?

- Less than 26 years _____
- 26 – 30 years _____
- 31 – 35 years _____
- 36 – 40 years _____
- 41 – 45 years _____
- 46 – 50 years _____
- Over 51 years _____

3. Which of the following is your marital status?

Single	
Married	
Widowed	
Divorced/separated	

4. What is your highest level of education?

Primary organization	
Secondary organization	
College-Certificate	
College-Diploma	
University Graduate	
Post-graduate	
Other (specify).....	

Section B: Organizational Mission & Vision

5. Are you aware of PEWIN’s Vision and Mission.

Yes	No

6. If Yes, can you please state it?

.....

7. In your opinion what core values should a good organization have?

.....

8. Using a scale of 1 to 5 where 1 means don’t know 2 strongly disagree, 3 Disagree, 4 Agree and 5 strongly agree, please indicate the extent to which you agree or disagree with these statements on the PEWIN’s mission.

Statement	5	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree	Don’t know
The Company clearly conveys the Vision to the employees					
I agree with The Company's overall mission					
I understand how my job aligns with the company's mission					

Section C: Work Culture, Teamwork and Motivation

9. Please indicate the extent to which you agree or disagree with these statements regarding work culture at PEWIN.

	5	4	3	2	1
Statement	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I have an opportunity to participate in the goal setting process					
There is a defined work schedule					
There is always recognition for doing a good job					
My department is recognized as an important part of PEWIN					
Work Assignments are allocated professionally in a consistent manner					
I feel like I am a part of PEWIN					
I feel my input really matters to the performance of PEWIN					
PEWIN is a corruption free organization					
Compliance, Ethics and legal issues are important at PEWIN					
I understand the procedures					

and code of conduct that govern my area of work					
I know the consequences of failing to follow PEWIN's Values					

10. Using a scale of 1 to 5 where 1 means Don't know, 2 strongly disagree, 3 Disagree, 4 Agree and 5 strongly agree, please indicate the extent to which you agree or disagree with the following statements about teamwork at PEWIN.

Statement	5	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
Teamwork is encouraged at PEWIN					
There is good inter-departmental cooperation at PEWIN					
Work done in other departments is important					
I am aware of work/activities being done in other departments					
We have regular team meetings/briefings in our department					
The people I work with place more value in individual success rather than teamwork					
I am willing to improve the way things are done at PEWIN					
I have a good working relationship with my supervisors					
I enjoy a good working relationship					

with my colleagues					
--------------------	--	--	--	--	--

11. Using a scale of 1 to 5 where 1 means don't know, 2 Strongly disagree, 2 Disagree, 4 Agree and 5 strongly agree, please indicate the extent to which you agree or disagree with the following statements about your job motivation at PEWIN

Statement	5	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I feel encouraged to come up with new and better ways of doing things					
My job makes good use of my skills and abilities					
PEWIN offers a good work/ life balance					

12. In your opinion, do you think the tasks your position requires are.

Too Many	
Enough	
Not Enough	

13. Overall how do you like working in your department (Tick one)

Extremely Dissatisfied	1
Very Dissatisfied	2
Somewhat Dissatisfied	3
Neutral	4
Somewhat Satisfied	5
Extremely Satisfied	6

14. .Please tell me the reasons that you like working for your department?

.....

15. Please tell me what are the reasons for disliking working in your department?

.....

Section D: Customer Focus

16. Using a scale of 1 to 5 where 1 means don't know, 2 strongly disagree, 3 Disagree, 4 agree and 5 strongly agree, please indicate the extent to which you agree or disagree with the following statements on PEWIN's customer service delivery and improvements.

Statement	5	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
PEWIN offers services that are customer-driven and focused					
Customer satisfaction is the most important aspect of PEWIN's work					
My department understands the level of customer service we are expected to provide					
PEWIN is focused on customers' needs					

The quality of service is of high priority to my colleagues and I at PEWIN					
What I do impacts on how customers view PEWIN					
We constantly look for ways to improve our products and services					

Section E: Evaluation, Training and People Development

17. Using a scale of 1 to 5 where 1 means don't know, 2 strongly disagree, 3 Disagree, 4 agree and 5 strongly agree, please indicate the extent to which you agree or disagree with the following statements on training and people development at PEWIN.

Statement	5	4	3	2	1
	Strongly agree	Agree	Disagree	Strongly disagree	Don't know
I receive the training I need to do my job well					
PEWIN evaluates departmental training needs					
I have the opportunity to learn useful skills at PEWIN					
PEWIN provides training based on training needs assessments					
PEWIN encourages and promotes internal promotions					
My manager is actively interested in my professional development					

SECTION F: PERFORMANCE MANAGEMENT, EMPLOYEE COMMITMENT & RETENTION

18. On a scale of 1 to 5 where 1 means don't know and 5 means strongly agree, to what extent do you agree or disagree with the following statements on performance management?

Statement	5	4	3	2	1
My manager/supervisor regularly evaluates my performance					
My manager/supervisor judges my work transparently					
My manager/supervisor judges work objectively					
I understand what is expected of me in my daily and overall performance					
I feel that I am recognized for my performance					
I understand how performance is measured					

19. How long do you expect to continue working at PEWIN? (Tick one)

More than 10 years	
5-10 years	
3-5 years	
1-3 years	
Less than 1 year	

20. Overall, since you joined PEWIN, could you say that things at PEWIN have: (Tick appropriately)

Changed very much for the better	
Changed slightly for the	

better		
Not changed at all		Go to 16
Changed slight for the worse		
Changed very much for the worse		
Don't Know		

21. What three things would you say have changed at PEWIN, since you joined?

- 1.....
.....
- 2.....
.....
- 3.....
.....

22. Kindly indicate which of the phrases below describes how likely you are to move from PEWIN to any other employer.

Definitely move		> Go to 17
Probably move		> Go to 17
Not sure		> Go to 17
Probably not move		> Go to 18
Definitely not move		> Go to 18

23. For what reason would you move to another employer? (Tick all that apply)

Higher salary	
Job insecurity	
Better benefits	
Poor relationship with my supervisor	
Career progression	
I am not happy with my work environment	
Other (specify).....	

24. What reasons would make you NOT move to another employer or consider another employer? (Tick those that apply)

I am happy with my current work environment	
Good job security	
I have good benefits	
Good relationship with my superior	
Good relationship with my colleagues	
Good salary	
Other (specify).....	

25. Would you recommend a friend or family member to get a job at PEWIN?

Definitely	5
Probably	4
Not sure	3
Probably not	2
Definitely not	1

26. On a scale of 1 to 5 where 1 is the least important and 5 is the most important, how important are the following factors to your job satisfaction?

Statement	5	4	3	2	1
Benefits					
Job security					
Customer focus					
The type of work you do					
Recognition of performance					
Opportunity for advancement					
Opportunities to get additional training					
Ability to offer excellent services					
PEWIN's Mission					
PEWIN's Culture					
Communication					
Performance review					
Promotions and Advancement					

SECTION G: OVERVIEW

29. Overall what are the three things that you like the most about working at PEWIN?

1.....
.....

2.....
.....

3.....
.....

30. Overall what are the three things that you don't like about working at PEWIN?

1.....
.....

2.....
.....

3.....
.....

31. Overall what three things would you say the management of PEWIN has implemented that have impacted positively on the company and the employees?

1.....
.....

2.....

.....

3.....

.....

32. In your opinion, what are the three things you would like PEWIN management to change to make the company better?

1.....

.....

.....

2.....

.....

.....

3.....

.....

.....

THANK YOU FOR YOUR TIME AND COOPERATION