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The relationship between organisational culture and employee job satisfaction within the Botswana construction industry

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2017

https://hdl.handle.net/10539/24193

Mufanebadza, Justice Mufson (2017) The relationship between organisational culture and employee job satisfaction within the Botswana construction industry, University of the Witwatersrand, Johannesburg, <http://hdl.handle.net/10539/24193>

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Response to external examiners' feedback

The author would like to thank the external examiner for the valuable feedback on the first submission of this research report. This final submission has now been revised to incorporate the feedback received from the examiner. A summary of the corrections is presented in the ensuing table. All corrected sections are highlighted in yellow throughout the document.

Item	Examiner's Comments	Response
A-1	Introduction: The report is a representation of commendable effort expended on assessing causal relations between organisational culture and employee job satisfaction. The area of assessment was limited to the Botswana construction industry. This scope limited can however be contested based on the sample frame of the study. Nevertheless, the research reinforces the notion that organisational culture is highly influenced by market culture, although traces of clan culture was also highlighted in the study. Because of the sample frame of the study, the discovered relations between job satisfaction and organisational culture should be treated with caution.	• The candidate has taken note of the examiner's positive feedback. • In section 5.4, the candidate concedes to the fact that the sample size was a limiting factor and this has now been stated. Section 5.5 recommends further studies using a larger sample size to improve the generalisability of the findings.
A-2	Research: The fact that culture constitutes values, ideas, behaviours, and attitude of people is known. On its own, organisational culture does not influence workers in many ways. It could have constituents that demotivate and motivate workers. It is also a crucial determinant of productivity in the workplace. A satisfied worker is likely to be a motivated worker within a workplace culture that inspires and empowers people. So this particular research sought responses to queries on the idea that the prevailing organisational culture in a workplace should influence the level of employee satisfaction in the firm.	• The candidate has noted this positive feedback from the examiner.
A-3	Title of the study: The present title of the study is appropriate. The wording could however be improved upon with the help of the supervisor.	• After a further analysis and discussions with the supervisor, the current title is deemed to be the most appropriate for the study. This is because the data collection and analysis process followed the following steps and procedures: o Section 4.3 Analysed results from OCAI and

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		established organisational culture ○ Section 4.4 analysed results from JDI and established employee job satisfaction ○ Section 4.5 established the relationship between organisational culture and employee job satisfaction. ○ Both organisational culture and employee job satisfaction were established in the context of the Botswana construction industry. ○ Combining the above steps results in a study which established the relationship between organisational culture and employee job satisfaction within the Botswana construction industry.
A-4	<u>Review of the literature:</u> The student consulted several sources to show a measure of understandings what organisation culture does in a workplace. The student consulted relevant text in humanities and management, but forgot the place of application. The thinking of the student therefore lacks "phronesis", which is practical wisdom. To bridge this gap, the student must compile a dedicated section on how construction management researchers have reported and interpreted organisational culture in the past two decades. There is a trove of insights from the ARCOM link, which is freely available.	• The candidate has taken note of the examiner's positive feedback. • A dedicated section: 2.4 (Organisational culture and construction management) has been added to the literature review section. • The candidate has consulted the ARCOM link as suggested. Literature reviewed include (Abdulsamad *et al*., 2011; Alnasseri *et al*., 2013; Egbu *et al*., 2001; Egbu & Benard, 2000; Faizatul *et al.*, 2010). Other sources within the past two decades were also reviewed (e.g. Belassi, 2013; The Project Management Institute, 2013). The additional references, including those from ARCOM, are highlighted in the references section.

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A-5	Research design and methodology: I would argue that the research design and approach stems from a superficial understanding of what research design and approach entails. If a study cannot generalise into a population, positivism is not a philosophy. I would argue that the student has used Botswana as a case study and has collected exploratory data from three companies in order to obtain insights into the phenomenon. It is therefore important that relevant sessions in the methodology chapter is revised with the help of the supervisor.	• Though the sample size was, admittedly, a limiting factor (as stated in sections 5.4 and 5.5), the results can, nonetheless, be posited as being suggestive of what is applicable to the population (the Botswana construction industry). The research used three organisations to make an inquiry into the phenomenon of organisational culture and employee job satisfaction. The candidate, after consultation with the supervisor, has changed the philosophy from positivism to pragmatism as detailed in section 3.1 • The candidate has revised section 3.1 and presented all philosophies (positivism, realism, interpretivism, and pragmatism) to distinguish and demonstrate an understanding of the philosophical principles.
A-6	Findings, conclusions and recommendations: The conclusions and recommendations were made with sole reference to survey data (results) produced in the study. The evaluation of the data is appropriate regarding the objectives of the study and the adopted methods. The student however needs to understand why a survey method is used to collect data within a case study design. Such understanding is required in order to produce appropriate limitations and suggestions from the study.	• Section 3.2.1 has been revised to expand the research methods section and demonstrate an understanding of the survey method. The section now explains how proper sampling (using the survey method) aids in generalising the sample to the population. • Section 5.4 (research limitations) has been revised and alludes to the limitations resulting from the small sample size used in this study. • Section 5.5 has been revised and now makes recommendations for further studies using larger sample sizes.
A-7	Technical presentation: The dissertation is divided into five chapters, which starts with prefatory parts. The prefatory parts include a cover page, a Declaration, Acknowledgements, a Dedication, an Abstract that is poorly written, a Table of contents, and List of figures.	• The abstract has been revised and the number of words has been reduced from 744 to 410 with emphasis on findings as recommended by the examiner. The abstract is based on the IEEE

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		structure that can be accessed on: http://sites.ieee.org/pcs/transactions-of-professional-communication/for-prospective-authors/guidelines-to-follow/preparing-structured-abstracts/
A-8	Suggestions and recommendations: The required alterations for quality dissertation have been given emphasis in the annotated report. A new abstract should be compiled, while the missing prefatory parts (List of tables and abbreviations) should also be inserted in the dissertation. A central research question that takes cue from the aim of the study should be compiled. The writing style should be improved by removing all typo and syntax errors in the final report. The student should compile a new chapter three and most essentially, the student must pay attention to details. Some of the errors are not justifiable.	• Alterations required 'for quality dissertation' were identified in the annotated report and the alterations are highlighted in various parts of the corrected report. • The abstract was addressed under item A-7. • The missing prefatory parts (list of figures, list of tables, list of acronyms, and list of appendices) were included in the first submission but missing in the table of contents. The table of contents has been updated and all prefatory parts are now reflected in the table of contents. • A central research question has been provided in section 1.5. Section 4.7 (review of research questions) has also been revised and now includes a review of the central research question. • Typo and syntax was corrected as highlighted in yellow throughout the report. • Chapter three was addressed under item A-5 of the examiner's feedback.