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

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Response to internal examiners' feedback

The author would like to thank the internal 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
B-1	Nature and purpose of the investigation: This is clearly presented	• The candidate has noted the examiner's positive feedback.
B-2	Acquaintance with the relevant literature: The student tends to rely heavily on one source for organisational culture, but even though this is clearly the authoritative source, because the student is using the analytical framework and questionnaire developed by these two authors, there needs to be more of a critique of their work to substantiate their arguments. This said, the literature review is well structured, pertinent and clearly presented.	• Sections 3.5, 3.5.1, 3.5.2 (Which deals with research instruments) have been revised to provide further analysis/critique of the instruments used in this study and to give comparison to other instruments that were not used but are available for use in organisational culture studies. • Section 3.5 now outlines how an instrument can only be 'fit for purpose'. • Section 3.5.1 was revised to give a comparison of OCAI with various other instruments and explain why OCAI was preferred over the other instruments. • The candidate has taken note of the examiner's positive comment.
B-3	Satisfactory understanding of the scientific or engineering method: There tends to be too much emphasis on 'methodology' and research philosophy at the expense of description, motivation and discussion on the actual instruments used in the study. A recurrent concern throughout the report relates to the direct association between organisational culture and job satisfaction. The two sets of questionnaires are not directly related internally to each other to allow direct comparison of these two factors. This does not negate the study, but the candidate is advised to be clearer on what can be asserted and what can only be inferred from this.	• Section 3.5 has been amended to give further discussion on instruments and motivation for the choice of instruments used in this study. • Section 4.4, which had erroneously linked OCAI to employee job satisfaction, was revised and removed the association. The section is now referring to the JDI and employee job satisfaction only.
B-4	Assessment of significance of findings: Apart from the proviso above, the candidate is able to make pertinent assessment of the	• The candidate has noted the positive feedback from the examiner.

Item	Examiner's Comments	Response
	findings, as well as being able to locate the findings in a broader economic setting.	
B-5	Structure of report: This is well structured, but suffers from typographical and grammatical errors, as marked up in the report. Some of the in-text referencing needs to be aligned with accepted practice.	• Typographical and grammatical errors were corrected as highlighted throughout the corrected report. • In-text referencing was corrected as highlighted in the corrected report.
B-6	Scope of the research: The study is important to the construction industry in the SADC region. The candidate explains the limitations in getting a representative sample of respondents, which results in this work being indicative rather than conclusive. This is mitigated by the use of two well-recognised research instruments that allow comparison with a broader academic discourse.	• Noted.
B-7	Area Covered by the research: See above, under 'scope'	• Noted.
B-8	Methodology employed: Preference for an organisational culture was only tested in the OCAI, yet inferences are made for the preferences of those completing the JDI questionnaire (p56 note to Section 4.5). While it is valid to draw INFERENCES about preferred organisational culture from the JDI respondents, this should be very carefully worded as such.	• Section 4.5 (first paragraph) has been reworded to clearly indicate that organisational culture is from OCAI and employee job satisfaction is from JDI. • Table 4.15 has been reworded to show that organisational culture is from OCAI and employee job satisfaction is from JDI • Table 4.15 now includes references to tables from which results are taken • The first paragraph after Table 4.12 (p56) has been reworded and removed statements which were linking the JDI to organisational culture