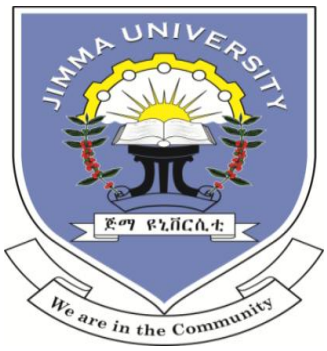
ASSESSING THE EFFECT OF ORGANIZATIONAL CULTURE ON TEACHERS' JOB SATISFACTION IN GENERAL SECONDARY SCHOOLS OF HORO GUDURU WOLLEGA ZONE.

BY MULATU GEREMEW



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CO-ADVISOR: Mr. GETACHEW HULUF

MA THESIS SUBMITTED TO THE DEPARTMENT OF EDUCATIONAL PLANNING AND MANAGEMENT IN PRACTICAL FULFILLEMENT FOR REQUIREMENTS OF MASTER OF ARTS DEGREE IN EDUCATIONAL LEADRSHIP

OCTOBER, 2015

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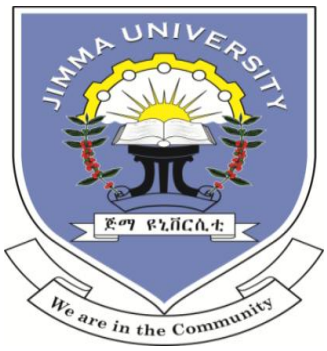

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Declaration *Name*: ***MULATU GEREMEW AREFAYINE***

The researcher hereby declares that the thesis on the title, *" A* ***ssessing the effect of organizational culture on teachers job satisfaction in General secondary school of Horo Guduru Wollega Zone of Oromia Region*** *"*, is his original work and that all sources that have been referred to and quoted have been duly indicated and acknowledged with complete references.

Name: *MULATU GEREMEW AREFAYINE*

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*Date:*_____

This thesis has been submitted for examination with my approval as the university advisor.

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Date of submission_____

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Department of Educational Planning and Management

The Thesis on the title *assessing the effect of organizational culture on teachers job satisfaction in General secondary school of Horo Guduru Wollega Zone of Oromia Regional state* is approved as the original work of Mulatu Geremew Arefayine

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Lists of Acronyms

CPD	Continuous Professional Development
EE	Employee empowerment
MOE	Ministry of Education
NGO's	Non Governmental Organizations
SIP	School Improvement Program
VSO	Voluntary Services Overseas

Lists of Abbreviations

HGWZOR	Horo Guduru Wollega Zone of Oromiya Region
JS	Job satisfaction
JCM	Job Characteristics Model
JSQ	Job satisfaction Questionnaires
OC	Organizational culture
OCQ	Organizational Culture Questionnaire
OEB	Oromia Education Bureau
OREB-	Oromia Regional Education Bureau
WEO	Woreda Educational Office
ZED	Zonal Education Department

ABSTRACT

The purpose of this study was to assess the effect of organizational culture on teachers' job satisfaction in General Secondary Schools of Horo Guduru Wollega Zone of Oromiya Regional state (HGWZO). Among the 28 General secondary schools,8 of them were selected using multistate sampling through simple random sampling technique (lottery method) .Accordingly,8 General Secondary Schools were selected from 4 woredas .Besides,264 teacher respondents for questionnaires and 2 Principals, 3 vice-principals, 2 secondary school supervisors and 2 heads of woreda Educational Office participants were selected for interview. Questionnaire was the main instrument of data collection. Interview and document analysis were used to substantiate the data gathered through questionnaires. Data analysis was performed by using SPSS software version 20 and employed descriptive statistics that included frequency, percentage, mean through interview and document analysis, and standard deviations. Correlation coefficient also used to compare the effects of organizational culture on teachers job satisfaction. The qualitative data obtained were analyzed using narration. The results of the study revealed that organizational culture factors such as: lack of recognitions, encouragements, high workloads and low incentives, lack of organizational communication, problem of the rules and procedures of the schools and inefficient leaderships highly affected teachers job satisfaction . Finally, recommendations were drawn based on the above findings. The point of the recommendations includes WEO are recommended to arrange free discussion from time to time among teachers, principals, school committees and with outside communities to develop the culture of open communication system in schools. In order to create conductive teaching learning process, WEO advised to select school leaders carefully according to their ability who could develop supportive organizational culture. Finally, School leaders recommended creating supportive organizational culture that focus on organizational culture related to employees and exercise such activities which may raise the level of cooperation, mutual trust, respect of opinions and thoughts of teachers and open mindedness to seek and accept feedback among them.

Table of content

Content **page**

Acknowledgment ……

Table of content……II

List of Table……III

Astronomies and Abbreviations……IV

Abstract……V

CHAPTER ONE: ……1

INTRODUCTION……1

1.1. Background of the Study…… 1

1.2. Statement of the problem …… 3

1.3. Objectives of the study …… 5

1.3.1. General objectives of the study…… 5

1.3.2. Specific objectives …… 5

1.4. Delimitation of the study …… 5

1.5. Limitations of the Study …… 5

1.6. Significance of the Study…… 5

1.7. Definitions of Terms or concepts. …… 6

1.8. Organization of the Study …… 6

CHAPTER TWO:……6

REVIEW OF RELATED LITERATURE……6

2.1. Concepts and Definition of organizational culture …… 7

2.2. Key characteristics of organizational culture. 8
2.3. Factors determining the culture of an organization 9
2.4. Strong culture and subculture 11
2.4.1. Strong culture 11
2.4.2. Subcultures 12
2.5. Developing and strengthening Organizational culture. 12
2.5.1. Developing Organizational culture. 12
2.5.2. Approaches to strengthening that organizational culture. 13
2.6. Concepts and Definition of job satisfaction. 14
2.7. Theories of job satisfaction 15
2.7.1. Maslow's Theories 16
2.7.2. Motivator-Hygiene Theory. 17
2.7.3. Job Characteristics Model 18
2.7.4. The dispositional approach 18
2.8. The importance of job satisfaction within organization. 18
2.9. The relationship between Organizational culture and job satisfaction 19
2.10. The effects of organizational culture on job satisfaction 19
2.11. Workplace environment and job satisfaction 20
2.12. Teacher job satisfactions in Ethiopia 21
CHAPTER THREE: 22
RESEARCH DESIGN AND METHODOLOGY OF THE STUDY 22
3.1. The Research Design 22
3.2. Research Method 22
3.3. Sample and Sampling Technique 23

3.4. Source of Data 24
3.5. Instruments and Procedure of Data Collections 24
3.5.1. Questionnaire 25
3.5.2. Interview 25
3.5.3. Document analysis 26
3.6. Procedure of Data Collection 26
3.7. Validity and Reliability 27
3.7.1. Reliability 27
3.7.2. Validity 27
3.8. Ethical consideration 28
3.9. Method of Data Analysis 28
CHAPTER FOUR: PRESENTATION, ANALYSIS AND INTERPRETATION OF THE DATA 29
4.1. Characteristics of Respondents 30
4.1.1. Gender 31
4.1.2. Age 30
4.1.3. Educational level 30
4.1.4. Years of experience in the present teaching learning process. 30
4.1.5. Current work position of respondents 32
4.2. To what extent does organizational culture affect teachers' job satisfaction? 32
4.3. Organizational recognition and teachers' job satisfaction 34
4.4. To what extent does organizational culture minimize teachers' job satisfaction?36
4.5. Organizational encouragement and teachers' job satisfaction 39
4.6. The role of school leaders and supervisors in managing organizational culture on43
4.7. What are the major challenges of organizational culture that affect teachers' ... 45

4.8. Is there significance relationship between organizational culture and teachers' 48

4.9. The correlation between organizational culture and teachers' job satisfaction 50

4.10. Findings of the open-ended questions, interviews and document analysis 50

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS 53

5.1. Summary of the Major Findings 53

5.2.Conclusion 55

5.3.Recommendations 57

Reference 59

APPENDIX A 65

APPENDIX B 68

APPENDIX. C 69

List of Tables

Lists page

Table1: Summary of sample size and Sampling techniques……24

Table 2: Characteristics of Respondents……..30

Table 3: Respondents attitude towards on their job satisfaction and school……..32

Table 4: Respondents' view on the incentives given to teachers in the schools……34

Table 5. Respondents view on organizational encouragements and recognition to hard workers..36

Table 6. Respondents' attitude on the effect of organizational culture on team/group……39

Table 7: Respondents' view on organizational feedback and job satisfaction of teachers……..41

Table 8: Respondents' view on leadership in crating supportive organizational culture ……..43

Table 9: major problems of organizational culture that affect teachers' job satisfaction ……45

Table 10: The correlations and significance between organizational culture and teachers'……48

Table 11.Correlations……50