The Impact of Employee Perceptions of Organizational Work Environment and Job Satisfaction on Innovative Climate

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This thesis is presented for the degree of Doctor of Philosophy
The University of Western Sydney
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Dedication

I would like to dedicate this thesis to my family members, especially to my father and mother who supported me emotionally, financially and raised me with the love of science all my life. Also, to my kids, Dana and Omar, who had the patience to cope without me being around. Without their continuous support and understanding during the past few years, I could never have reached where I am today.
Acknowledgements

I would like to take this opportunity to express my heartfelt gratitude to the many people who have helped and supported me during the process of writing my thesis. This made it possible to have this study in its present form.

Firstly, I would like to express my appreciation to my principal supervisor Associate Professor Terry Sloan for his guidance and assistance to accomplish this thesis. Thank you for your expert advice, patience and support throughout the research work carried out at the University of Western Sydney.

Additionally, special thanks go to Dr. Dorothea Bowyer, whose support provided me with many inspirations and helped me find ways to overcome some obstacles during the research. Moreover, her care about my life made my living in Sydney much easier and happier. Her consistent encouragement and detailed advice provided me with a great deal of confidence to persist and finish my thesis.

A special thanks to my aunt Amal Badwan who supported me during my master’s degree at the beginning and until now. I would also like to thank my friend Nazlee Siddiqui and my colleague Geoffrey Chapman at UWS for supporting me during this journey. Also to Lama Mallah who gave me the courage and support that I really needed to continue through this time. Finally, I want to thank all the participants involved, and their contributions to my research, as well as expressing my apologies that I could not mention everyone personally.
Statement of Authentication

The work presented in this thesis is, to the best of my knowledge and belief, original except as acknowledged in the text. I hereby declare that I have not submitted this material, either in full or in part, for a degree at this or any other institution.

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(Signature)
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Abstract

This study investigates the relationship between three variables: the organizational work environment; job satisfaction; and innovative climate. The study proposes that the innovative climate is an outcome of a positive relationship between job satisfaction and organizational work environment. A model was developed based on the literature review and on the motivation theories.

In this model, organizational work environment contained the learning environment and the support environment. While job satisfaction consisted of job content, career development, salary and work hours. The aim of proposing a model was to come up with a final study model that suggests factors impacts the innovative climate in the telecommunication industry in Jordan/Amman.

The obtained data from the conducted interviews modified and expanded the proposed model leading to model two. Additional factors emerged as new findings as shown below:

- Organizational work environment, which included:
  - Learning environment: consisted of learning, training, and rotation.
  - Support environment: contained physical work environment and psychological work environment, which in turn incorporated communication and encouragement.
  - Organizational working structure: included policy, progression and monitoring plans, process, communication, leadership style, flexible working hours, transparency, and delegation.

- Job satisfaction, which included: rewards and compensations; culture; routine; teamwork; headcounts; job content; and recruitment.

All emerging factors are proposed to create a positive innovative climate. Model two was tested to answer the research questions and to come up with the final study model.

The study was applied in the Jordanian context focusing on the telecommunication sector. Two companies were examined. A comparative approach was conducted between managers that are at the same managerial level. The approach was taken to understand what were the most important factors according their views.
The methodology in this study adopted a mixed method approach. Data collection was conducted in three stages.

Stage one involved the application of semi-structured interviews with 21 participants, including directors, managers, and supervisors. Findings from the interviews and observations aided in the survey development and model refinement.

Stage two was the distribution of the survey which resulted in 304 completed filled surveys. In addition, observation took place during the data collection process.

Stage three was triangulating the data obtained from the analysis of the interviews, survey analysis (correlation, frequency distribution, and regression) and observation done in stage one and two.

The above lead to the final research model designated the innovative climate model. This model expands the current understanding of innovative climate by adding new groups of factors in the areas of job satisfaction, organizational work environment personal behaviour. The model has been validated through empirical research in Jordanian telecommunication organizations.
<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Career development</td>
<td>The process which allows an employee to know the degree of match between his performance and the overall company goals.</td>
</tr>
<tr>
<td>Compensations</td>
<td>Refers to a bundle of valued returns, which is offered to employees as an exchange for their contributions (Cappelli and Rogovsky, 1994).</td>
</tr>
<tr>
<td>Communication</td>
<td>Refers to internal and external effective information transfer between all employees at all levels that improves the work conditions and impacts the organizational work environment.</td>
</tr>
<tr>
<td>Culture</td>
<td>“The shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process of socialization. These shared patterns identify the members of a culture group while also distinguishing those of another group” (Acquisition, 2009).</td>
</tr>
<tr>
<td>Delegation</td>
<td>Sharing or transfer of authority and the given responsibility, from an employer (who has the right to delegate) to an employee (Com, 2012).</td>
</tr>
<tr>
<td>Flexible working time</td>
<td>Is a system under which a worker works out a daily decision regarding the time of day to begin work (Pierce and Newstrom, 1980).</td>
</tr>
<tr>
<td>Innovation</td>
<td>West and Farr, 1990; Gonzalez-Roma and West, 2004, (cited in King et al., 2007 p 634) “Innovation can be defined as the intentional process of development and application of ideas, processes, products or procedures that are novel and designed to yield positive outcomes”.</td>
</tr>
<tr>
<td>Innovative climate</td>
<td>An organizational climate which provides the appropriate conditions for employees to innovate, these conditions being providing a positive work environment and reaching employee satisfaction.</td>
</tr>
<tr>
<td>Job description</td>
<td>“Documents containing job title, reporting relationships, summary of responsibilities, job span (e.g., budget, staff), primary accountabilities and responsibilities, decision-making authority; and hiring requirements (e.g., knowledge, skills, abilities, certifications, degrees)” (Stylbel, 2010 p 105).</td>
</tr>
<tr>
<td><strong>Job design</strong></td>
<td>Job design is the variety of tasks assigned to each employee.</td>
</tr>
<tr>
<td><strong>Job dissatisfaction</strong></td>
<td>“The un-pleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values or as entailing disvalues” (Locke 1969 p 316)</td>
</tr>
<tr>
<td><strong>Job rotations</strong></td>
<td>“Lateral transfers of employees between jobs in an organization. Rotated employees usually do not remain on jobs permanently but also do not usually return to former jobs” (Campion et al., 1994 p 1519).</td>
</tr>
<tr>
<td><strong>Job satisfaction</strong></td>
<td>“The pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values” (Locke, 1969 p 316).</td>
</tr>
<tr>
<td><strong>Learning environment</strong></td>
<td>Learning environment is a combination of coaching inside or outside the company, sharing knowledge between employees and rotating employees between and within departments for the sake of expanding their knowledge.</td>
</tr>
<tr>
<td><strong>Learning for the workplace</strong></td>
<td>“Refers to learning opportunities that may be narrowly or broadly defined” (Evans et al., 2006 p 8).</td>
</tr>
<tr>
<td><strong>Learning through the workplace</strong></td>
<td>Refers to learning opportunities that are obtained because they are part of the employment relationship (Evans et al., 2006).</td>
</tr>
<tr>
<td><strong>Monetary rewards</strong></td>
<td>Rewards such as a pay raise or stock options, thus are rewards that are related to cash values (Chen et al., 2004).</td>
</tr>
<tr>
<td><strong>Nonmonetary rewards</strong></td>
<td>Are related to “rewards and recognition for good performance are symbolic rewards, satisfying socioemotional needs”. Rewards such as sporting event tickets have certain monetary value (Chen et al., 1999 p 49).</td>
</tr>
<tr>
<td><strong>Organizational work environment</strong></td>
<td>Physical structures, workplace communication, encouragement along with organization policies and procedures.</td>
</tr>
<tr>
<td><strong>Perceived utility</strong></td>
<td>Employees’ beliefs about training usefulness, which impacts training transfer.</td>
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<td>----------------------</td>
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<tr>
<td><strong>Performance appraisal</strong></td>
<td>Performance appraisal is the systematic evaluation of the performance of workers and to understand the abilities of an individual for further growth and development (Guide, 2012).</td>
</tr>
<tr>
<td><strong>Personal job fit</strong></td>
<td>P-J fit is defined as the match between the abilities of an individual and the requirements of a job or the desires of an individual and what is gained from a job (Edwards, 1991 cited in Lauver and Kristof-Brown, 2001)</td>
</tr>
<tr>
<td><strong>Person organization fit</strong></td>
<td>P-O fit is about the match between employees and organizations goals, values and mission (Lauver and Kristof-Brown 2001).</td>
</tr>
<tr>
<td><strong>Physical work environment</strong></td>
<td>According to Sundstrom (1986 p 2) physical work environment “refers to buildings and their interiors. This includes the appearance and layout of buildings. The arrangement of rooms, furnishing and equipment, as well as ambient conditions (light, sound, temperature and air)”</td>
</tr>
<tr>
<td><strong>Policy</strong></td>
<td>An implemented system of rules, norms and procedures communicated to the overall company goal. Implementation of these rules impacts an employee’s motivation toward his work.</td>
</tr>
<tr>
<td><strong>Process Management</strong></td>
<td>“Involves planning and administering the activities necessary to achieve a high level of performance in key business processes, and identifying opportunities for improving quality and operational performance, and ultimately customer satisfaction” (Evans and Lindsay, 2005 p 314).</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td>&quot;A team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable” (Katzenbach and Smith, 1993 p 112).</td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td>Learning opportunities which are accessed because they are part of their employment conditions or provided for the sake of enhancing employees skills to perform more efficiently at their assigned work.</td>
</tr>
<tr>
<td><strong>Transactional leadership</strong></td>
<td>“Motivating followers primarily through contingent-reward-based exchanges” as cited in (Jung and Avolio, 1999 P 208).</td>
</tr>
<tr>
<td><strong>Training transfer</strong></td>
<td>Is applying the knowledge and skills learned at work to another learning situation (Prieto and Phipps, 2011).</td>
</tr>
<tr>
<td>----------------------</td>
<td>----------------------------------------------------------------------------------------------------------</td>
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<tr>
<td><strong>Transformational leadership</strong></td>
<td>Involves developing a closer relationship between managers and their employees, “one based more on trust and commitment than on contractual agreements. Transformational leaders help followers to see the importance of transcending their own self-interest for the sake of the mission and vision of their group and/or organization” (Jung and Avolio, 1999 p 209).</td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td>Making information about the company such as performance, goals, and mission available to all employees at all levels.</td>
</tr>
<tr>
<td><strong>Work group</strong></td>
<td>Includes a set of individuals who work together to accomplish some task. “In a work group, the members share a common goal and are coordinated by a leader, but their performance is a function of individual effort which is evaluated by individual performance evaluations”(Levi and Slem, 1995 p 30).</td>
</tr>
<tr>
<td><strong>Workplace Learning</strong></td>
<td>Is the degree of which informal learning opportunities are implemented and practiced by the culture and structure of the company.</td>
</tr>
</tbody>
</table>
1 Introduction
1.1 Relevance of the study

The increasing competitive pressure that companies have experienced in recent years is characterized by a high level of dynamism (Teece, 1998), in most markets because of the rapid changes in products, technologies, trade globalization and regulations (Teece, 1998).

Hamel (1998) argued that the importance of innovation is recognized as a necessary component for companies simply wanting to continue competitively pursuing long-term advantages. For economies, innovation is often cited as a critical factor of growth (Freeman and Soete, 1997 cited in Darroch and McNaughton, 2002). In order to survive under these situations, “the continual renewal of competitive advantage through innovation and the development of new capabilities” (Grant, 1996 p 382) became a key requirement for most businesses (Branzei and Vertinsky, 2006). Innovation usually begins with creative thought such as implementing new programs and introducing new products or services (Amabile et al., 1996). Such innovation initiation may be sourced from individuals or teams, depending upon the different organizational circumstances (Amabile et al., 1996). However several factors in organizations have been identified as major aspects impacting the propensity of individuals to innovate, such as strategy, organizational structure, environment and climate which is considered as a noticeable variable that impacts innovation (Chandler and Jansen, 1994).

The current research focuses on examining the claim as stated in the literature, that an innovative climate is an outcome of a positive relationship between work environment and job satisfaction, putting the spotlight on the telecommunication industry in the Jordanian context. The importance of the study is derived from the strong effect of these variables on two separate firms and consequently on the economy.

Both companies have also been influenced by the privatization of the telecommunications industry in Jordan, and this opening up of industries to competition has also been mentioned by previous authors as a key driver of innovation within an industry. For example, it was indicated by Parente and Prescott, 1999 (cited in Awamleh, 2002) that monopoly-controlled economies stop innovation and usually function at half of their productive capacity, regardless of technological level. “Restrictive trade policies and state regulations inhibit innovation and free market operations thus reducing efficiency and productivity” (Parente and Prescott, 1999 cited in
Awamleh, 2002 p 239). However, while privatization is not a focus of the study, it has been addressed as a factor that increased the importance and the interest of adopting the study in Jordan.

In addition it is important to focus on examining employees’ perception of job satisfaction and how it has been influenced by the privatization context in the Jordanian market. Kikeri (1998) argues that a main reason of the delay in the privatization of large-scale enterprises, particularly in developing countries, is the uncertainty of the effects on labour. As argued by Asiedu and Folmer (2007 p 1780) “it is possible that privatized enterprises, because of the competitive environment they operate in, attempt to cut costs leading to a worsening of employment conditions”. However, companies may also try to increase the productivity of workers by changing working conditions, such as the introduction of new technology to decrease the drudgery of work, and by enhancing work safety, job security, and training opportunities to increase the skills of employees and their job satisfaction (Kambhampati and Howell, 1998 cited in Asiedu and Folmer, 2007). It could be noticed that converting from the public to the private sector is considered an important issue that influences employee skills and satisfaction.

Employee perceptions of job satisfaction have been described as a group of employees’ feelings toward the organizational work environment, including the work itself, team work, supervisors, organization and social life (Cribbin, 1972 cited in Mihajlovic et al., 2008). This description demonstrates the strong influence of organizational work environment on employee’s job satisfaction, emphasizing the importance of looking at this factor in the privatization context.

Therefore the key objective of the study is to examine what factors contributes to a positive working environment, putting the spotlight on issues related to the organizational work environment and job satisfaction. This study is applied through a comparative case study using a mixed method approach as illustrated in chapter 3.
1.2 Purpose and objectives of the study

The study suggests that the implementation of a positive organizational work environment and job satisfaction contributes to an innovative climate.

The telecommunication sector was chosen as the focal point of this study. The research was conducted in the Jordanian context on two companies; one which was privatized several years after its establishment as a public-owned telecommunication company (Company B), and one which was established as a private telecommunication company (Company A).

This study has the potential for generating interesting comparative empirical knowledge, as the researcher proposes to compare the research findings between a company with a history of public-ownership (Company B) and a company that was initially established as a private one (Company A).

In addition, a clear definition of an innovative climate is still controversial among scholars; hence the current study can contribute to providing an unambiguous definition for an innovative climate.

The objectives of the study are as follows:

1. To explore the existing claims that innovative climate is an outcome of a positive relationship between organizational work environment and job satisfaction.
2. To investigate the relationship between organizational work environment and job satisfaction and their components.
3. To investigate the relationship between organizational work environment and its components and innovative climate.
4. To investigate the relationship between job satisfaction and its components and innovative climate.
5. To build a proposed model based on the literature review and existing theories (discussed in section 2.4)
6. To expand the initial model (step5) using managers perceptions of the contribution of job satisfaction and organizational work environment to developing an innovative climate.
7. To validate the final model (stpe6) through empirical research.
These steps will lead to the major objective of the study.
8. To produce new findings on drivers of innovative climate which will add to the body of knowledge in organizational studies.

### 1.3 Significance of the study

The telecommunication industry in Jordan and in other nations represents an important sector for economic growth. In Jordan this industry has been recognized as one of the most important booming sectors, as mentioned in section 4.1.1. As stated by Chen, Watanabe et al. (2007 p 2) “Rapid growth of information and communication technology (ICT) has attracted much attention in both business and academic fields. Among all aspects of ICT, mobile phones and the Internet are two sectors with a high growth rate”.

Ahmed (1998 p 30) mentioned that “innovation is holistic in nature”. It covers the whole range of activities needed to provide value to customers and a satisfactory return to the business (Ahmed, 1998). Almost all companies consider the importance of implementing innovation, and only a few actually succeed in doing it.

Ahmed (1998 p 42) adds that “despite the interest in the field of innovation, much of the research evidence concerning management practices about innovation creative climate remains unsystematic and anecdotal”. Moreover a number of researchers have suggested that climate may guide and direct both interest and activities toward innovation (Scott and Bruce, 1994).

According to the above this research is believed to be worthwhile as it investigates an important topic in the Jordanian market and has a potential to add significant value to the organizations and practitioners in the service telecommunication sector in Jordan.
1.4 Overarching research questions and model

The researcher analyzed several relationships which have never been addressed before, particularly in the Jordanian context; in order to add a significant contribution to the literature and to distinguish this study. The central research question that guided this process is:

What is the impact of employee perceptions of organizational work environment and job satisfaction on the innovative climate within the organization?

This research question was explored by investigating the following sub-questions:

RQ1 What do managers perceive to be the key components of a positive work environment?

RQ2 What do managers perceive to be the key components of job satisfaction?

RQ3 What do managers perceive to be the key components of an innovative climate?

RQ4 Is there a relationship between employee perception of organizational work environment and job satisfaction? (Figures 1.1 and 1.2).

RQ4A Is there a relationship between employee perception of learning environment and job satisfaction? (Figures 1.2).

RQ4B Is there a relationship between employee perception of support environment and job satisfaction? (Figure 1.2).

RQ5 Is there a relationship between employee perception of job satisfaction and innovative climate? (Figure 1.1).

RQ6 Is there a relationship between employee perception of organizational work environment and innovative climate? (Figure 1.1).

RQ7 Is there an interaction effect between organizational work environment and job satisfaction on innovative climate? (Figure 1.1).

As shown by arrows labeled as ‘8’ in the detailed Stage One research model (Figure 1.2), the analysis of survey tested for possible relationships between the major variable sub-components.
The exploratory model has been developed from the results of several previous studies (see section 2.4.4 and 2.4.5). However, a number of theoretical and empirical studies have addressed some of the study variables. Hence, the researcher has focused on those studies which are most relevant to the topic, as shown in the study model and described in the following pages.

Figure 1.1 Overview of the Study Variables and Relationships
Figure 1.2 Detail of the Variables and Relationships in Stage one of the Proposed Project

The model presented in figure 1.1 indicates the area in which the main theoretical contributions of the thesis will be made. Stage 1 will lead to a further contribution to the understanding of the factors influencing job satisfaction and organizational work environment. While stage 2 (figure 1.2 ) will determine the relationships that exist between these factors, leading to increased understanding of the factors that generates an innovative climate.

1.5 Research methodology

This section introduces the methods and procedures used in the data collection which guided the current study. A comparative case study research method was adopted, however the data were collected and analyzed for each company as a single case, allowing for a better understanding about the phenomenon, driving the final model and finalizing the recommendations.

The research was undertaken at the main branch of the two nominated companies in the telecommunication sector in Amman/Jordan. The study employed a mixed methods technique to assist in gaining a better understanding of what main factors related to the variables of organizational work environment and job satisfaction, and innovative climate at both companies.
The first step of the data collection was done through semi structured interviews and observations representing the qualitative approach which is discussed in further detail in chapter 3. This step enabled the researcher to gain a more in depth understanding of managers’ perceptions of what key components create a positive work environment, increase job satisfaction, and result in a more innovative climate. A total of 21 face to face interviews were conducted at both companies. The interviewees were selected through a purposeful sampling to ensure that it was possible to answer the first three research questions of the study.

The second step was the quantitative method which comprised a total of 302 survey respondents from both companies. The quantitative method was implemented through the use of convenience sampling. The survey questionnaire was developed with partial guidance from the interview findings and previous studies. This step is also discussed in chapter 3.

Employing the survey questionnaire enabled the researcher to get a wide sample of respondents to answer the remaining research questions of the study. Triangulation was applied to the data during the interpretation stage, aiding the researcher to use the qualitative methods to cover the weaknesses of the quantitative methods and vice versa. Thus, the study integrates quantitative and qualitative views which is discussed further in chapter 7.

1.6 Organization of the study

This study is organized into 8 chapters, followed by a list of references, and appendices that contain key definitions and several graphical charts and tables from the analysis section.

Chapter One introduces the overview and the background of the study. It presents the relevance of the study, purpose and objectives, significance of the study, research questions and research methodology.

Chapter Two discusses the existing literature in the area of organizational work environment, job satisfaction and innovative climate such as related concepts, definitions and theories that assisted in forming the initial study model.
Chapter Three introduces the data collection process and methods used in this study. Also the process for analyzing the data is provided, and the research limitations are reported.

Chapter Four introduces a background of the country, the telecommunication sector in Jordan and about the two participating companies.

Chapter Five presents the findings from the qualitative analysis procedure. It discusses the perceptions of managers from both companies on what factors contribute to a positive organizational work environment and job satisfaction, and how both can lead to an innovative climate. Also similarities and differences were highlighted between managers from both companies who work on the same managerial level. These findings assisted the development of the second study model.

Chapter Six introduces the findings gained from the quantitative analysis of the survey questionnaire. All possible relationships were tested through a frequency distribution correlation test.

Chapter Seven presents the discussion chapter which incorporates the data gained from qualitative and quantitative analysis, which aided in answering the main research question and sub questions.

Chapter Eight is the conclusion chapter that provides a summary of the findings and the suggested recommendations.

1.7 Delimitations of the study

The scope of the research included investigating only what contributes to innovative climate in the telecommunication sector in Jordan. Moreover the research is limited to only two companies operating in the market. However more accurate details would be provided if the research covered the entire industry. Therefore the study will not attempt to generalize the findings to the remaining telecommunication companies in the market or to the service industry. The purpose of this research is to understand the perceptions of managers and employees in regards to what contributes to enhancing the innovative climate in both examined companies. However, it is important to clarify that this research focuses on building a model that presents
factors important to the innovative climate, and doesn’t aim to investigate the results of applying the final model on both companies.

### 1.8 Definition of terms

Many terms used in this study are defined and listed in the Glossary (page xviii), to help the reader better understand the context in which these terms are used.

### 1.9 Chapter conclusion

This chapter provided an overview about the topic, the problem, the purpose and the research questions of the study. Innovation is an important topic to be investigated, for its great impact on a company’s performance. Considering that the telecommunication industry is contributing to the country economic growth in Jordan, knowing what factors aid in improving the innovative climate in the company is important. Also the Jordanian telecommunication market is known to be highly competitive, increasing the significance of providing the appropriate methods that allow the employees to innovate. The following chapter provides a literature review on organizational work environment (section 2.1), job satisfaction (section 2.2) and innovative climate (section 2.3).
2 Literature review
2.1 Organizational work environment

According to Rusbult and Farrell (1983) a workplace can be observed as a marketplace in which multiple persons engage in numerous transactions, in which each employee seeks to gain a positive return on their investment. The current study focuses on the learning environment which is believed to consist of important factors influencing the organizational work environment. This section covers aspects related to the research called “informal learning” and “formal learning”. Informal learning is the unplanned learning that takes place during working activities, such as learning from others within the company. Formal learning is related to the official planned training organized by the company or employees to improve employees’ skills and capabilities. Regarding formal training, the study focused on factors influencing the transfer of the formal training process.

2.1.1 Learning environment

As argued by Kriz (2003), individuals, groups, and companies are increasingly faced with troubles and situations that are too complex. Individual abilities to cope with complex dynamic processes and systems while behaving in a sustainable way have not developed to the required amount (Kriz, 2003). “Therefore, human beings and organizations as social systems must be able to learn” (Kriz, 2003 p 495). To survive, organizations, groups and individuals need to constantly adapt to the change of inner and outer situations (Kriz, 2003). Learning could be acknowledged as an important factor impacting organizational development and survival, Especially when considering rapid market changes and technology development that might impact both the company and employees’ efficiency if they weren’t to adapt. Globalization, technological advancements, and talent battles in employing and retaining high performers are one of the major reasons that organizations seek to leverage training outcomes to foster the improvement, assist in the development of person and organizational efficiency and establish and sustain market share within the fast changing industry (Branham, 2005; Michaels, Handfield-Jones and Axelrod, 2001 cited in Lim and Morris, 2006).

A learning environment may exist inside or outside the classroom which offers the opportunity for improved workplace productivity (Leslie et al., 1998). Workplace learning doesn’t occur
alone, but it’s a means of achieving organizational and individual goals (Leslie et al., 1998), which highlights the linkage between learning and achieving employee and organization goals.

This study defines learning environment as learning that can occur inside or outside the classroom, which offers the opportunity of improving workplace productivity and achieving employee and organization goals. Additionally, in regards to the study, learning includes both workplace learning and training which will be discussed in sections 2.1.2 and 2.1.3. Workplace learning will be explained first below.

### 2.1.2 Workplace learning

It’s important to clarify the term learning in the context of the work place and how it occurs in any organization. According to Evans et al., (2006 p 7) learning in the workplace can refer to a mixture of different types of learning which may or may not be formally structured. This definition will be adopted for its appropriateness to the current study.

Workplaces provide a lot of informal learning chances which result from interactions in work groups and from the structure of the company’s working environment (Evans et al., 2006).

This indicates that it’s possible for employees to learn from their work environment through different ways such as interacting with others and from the occurring mistakes.

The next section will discuss training, training transfer concepts, and factors impacting the transfer process of training. The training concept will be discussed first.

### 2.1.3 Training

Investing in intangible assets especially human capital has been regarded as a main strategy for competitive advantage, especially when considering that work has become increasingly knowledge based (Adler and Kwon, 2002). Therefore many practitioners believe that companies
should spend more resources on training programs to improve employees’ competence at work (Kelloway and Barling, 2000).

Firms are confronted with growing competitive pressure to enhance the quality of their products and services (Ford et al., 1992). One way to develop quality is through improvements in the technical skills of the workers (Goldstein and Glilian, 1990 cited in Ford et al., 1992). To build this technical expertise, organizations have moved away from unstructured on-the-job training systems to more formal, structured training programs (Rosow and Zager, 1988). This move illustrates the importance of providing the appropriate training program that enhances employee capabilities and ultimately the organization’s competitive advantage.

Learning through the workplace refers to learning opportunities that are obtained through the employment relationship (Evans et al., 2006). They are accessed by workers through their relationships to the company. “Some employees, such as professional workers, may have an expectation of access to learning as part of their package of employment benefits or as a condition of membership of a professional organization” (Evans et al., 2006 p 8). Other employees may not have such opportunities (Evans et al., 2006). This suggests that these formal training programs are provided by some companies as benefits that may be incorporated in the employee package.

As stated by Evans et al., (2006 p 8) “Learning for the workplace refers to learning opportunities that may be narrowly or broadly defined. An example of the former would be job-related training, and an example of the latter would be general education, which will be directly or indirectly related to the job”.

In this study, training is defined as learning opportunities which are accessed because they are part of the employment conditions or they are provided by the organization for the sake of enhancing employees’ skills to perform more efficiently at their assigned work.
2.1.4 Training transfer

One of the primary solutions for organizational performance improvement is to allocate an effective training program as well as human and financial resources (Prieto and Phipps, 2011). Human capital is considered as one of the most salient organizational capital assets in creating and maintaining a competitive advantage. Employee and organizational development are supported by many organizations through investing in considerable recourses and development programs such as training (Becker et al., 2001; Pfeffer, 1994 cited in Lim and Morris, 2006).

Because of the importance of formal training programs for the effectiveness of organizations, it is essential that firms design and implement training programs in the most efficient way and that they understand the factors that contribute to training efficiency (Facteau et al., 1995). An important concern with any training program is the successful transfer of the trained tasks to the work (Ford et al., 1992). It is clear that the transfer of trained tasks is more than a function of the quality of the training program (Campbell, 1988 cited in Ford et al., 1992).

Companies spend a huge amount of money and time on training to assist employees’ learning of job related competencies. Companies wishing to improve return on investment (ROI) from learning and training investments must recognize all factors that impact transfer of learning, and actively minimize factors inhibiting training transfer (Holton et al., 2000). “For transfer to occur, learned behaviour must be generalized to the job context and maintained over a period of time on the job” (Baldwin and Ford, 1988 cited in Prieto and Phipps, 2011 p 509). Baldwin and Ford, 1988 (cited in Russ-Eft, 2002) “transfer of training model identified the training inputs as including trainee characteristics, training design, and work environment”.

Transfer of learning or training refers to applying the knowledge and skills learned at work to another learning situation (Prieto and Phipps, 2011), this definition will be adopted for the current study. Prieto and Phipps (2011 p 510) discuss the “issue of personality and training outcomes by focusing on the individual characteristics (specifically proactive personality, organizational identification, and self monitoring) that may contribute to the transfer of training”. This will be further discussed in detail in the following section.
2.1.5 Training transfer variables

Based on previous studies that focused on training transfer (Baldwin and Ford, 1988, Prieto and Phipps, 2011), and considering factors related to the organizational work environment variable of this research, this study will focus on two factors that impact training transfer, which are trainee characteristics and organizational climate. These factors are discussed in the following section.

Trainee characteristics

Learner’s characteristics impact training results, the ability of people and their motivation to learn influences the amount of knowledge gained (Sackett, Gruys and Ellingson, 1988 cited in Burke and Hutchins, 2007).

There has been a long history of research investigating the relationship between individual characteristics and learning (Cheng and Hampson, 2008). This study discusses some of the trainee characteristics examined in a study by (Burke and Hutchins, 2007) below.

2.1.6 Cognitive ability

Support has long existed for the impact of general mental capability in the training and learning location (Baldwin and Ford, 1988 cited in Burke and Hutchins, 2007). Clark and Voogel (1985 p 120) argue that “one of the most common and supportable findings in educational research is that transfer is achieved by students with higher general ability scores”.

Ree and Earles, 1991 (cited in Burke and Hutchins 2007) found that the best measure of intelligence that predicts training success was general intelligence. Robertson and Downs (1979) found trainee ability accounted for sixteen percent of the variance in training efficiency. Ultimately, Colquitt et al. (2000) echoed earlier findings by performing an extensive meta-analysis of three hundred and ten studies based on research on training over twenty years and found the corrected correlation coefficient between cognitive ability and training transfer to be reasonably high at .43.

In conclusion, cognitive ability is defined in this study as the trainee’s mental capabilities which impact the training transfer. This emphasizes the importance of selecting trainees with high
mental capabilities to transfer the learned knowledge and improve their performance. The importance of the concept is that it highlights aspects related to trainee capabilities that impact the successful accomplishment of a training program. These aspects should be taken into consideration by the company when nominating people for training.

2.1.7 Self-efficacy

Self-efficacy is defined as “self-belief in one’s capabilities to exercise control over events to accomplish desired goals” (Bandura, 1986 cited in Wood and Bandura, 1989 p 364). The judgments that trainees build about their competency to perform tasks (Gist et al., 1989), or self-efficacy, has received strong support in the existing literature for influencing training transfer. The previous mentioned definition will be adapted for the purpose of this study.

Research has suggested that people with high self-efficacy have strong beliefs in their task-related capabilities and locate more challenging targets than people with lower self-efficacy (Bandura, 1986 cited in Chiaburu and Marinova, 2005). Lim and Chan (2003) related self-efficacy to motivation for skills advancement, and the meta-analysis conducted by Colquitt et al. (2000) confirmed that self-efficacy predicts motivation to learn.

Some interventions that have been done to enhance learner self-efficacy have resulted in increases in training performance “indicating self-efficacy is a malleable learner characteristic” (Burke and Hutchins, 2007 p 266). For example, support for focusing on self-efficacy development techniques to improve transfer have been established in a variety of situations, including: (a) “when mastery experiences and supportive feedback were included as a transfer intervention” (Gist, 1989 cited in Burke and Hutchins, 2007 p 266) (b) “when goal setting and self-management strategies were used in a post-training transfer intervention” (Gist, 1989 cited in Burke and Hutchins 2007 p 266) and (c) “when participants used verbal self-guidance as part of a transfer intervention” (Brown and Morrissey, 2004 cited in Burke and Hutchins 2007 p 266).

Further to previous studies, self-efficacy appeared as an important aspect impacting employee level of locating of challenging targets, training transfer, motivation for knowledge advancement
and training performance. Therefore both participating companies should be aware of the importance of self-efficacy when selecting the nominated trainees.

### 2.1.8 Motivation

Motivation to transfer was found as a significant predictor of positive transfer at one year (Axtell et al., 1997). Motivation to transfer is the intended effort by the learner to employ skills and knowledge learned in the training location to the workplace (Noe, 1986). This study will adapt the previous mentioned definition of motivation to transfer by Noe (1986).

Training motivation refers to the intensity and persistence of efforts applied by trainees in learning-oriented improvement activities, before, during, and after training (Tannenbaum and Yukl, 1992). This explanation will be used as a definition of training motivation in this study. “Various motivation-relevant constructs have been examined in training research, including pre-training motivation and motivation to learn” (Burke and Hutchins, 2007 p 267).

The impact of pre-training motivation or the learner’s desire and intensity level as measured before the training intervention on actual transfer outcomes was supported by several researchers (Chiaburu and Marinova, 2005). Quinones (2005) found that motivation to learn was an important variable that links pre-training characteristics with training outcomes. Noe (1986) reported that motivation to learn potentially has a substantial influence on training effectiveness which was mostly based on prior research in military settings.

The literature highlighted the importance of motivation to transfer and to learn as a predictor of positive transfer. These issues should be taken into consideration by both participating companies. And they should both focus on finding ways to motivate their trainees to be more motivated to learn and transfer. For example Taylor, Russ-Eft et al., (2005) conducted a meta analysis of behavioural modelling training methods, and found that transfer outcomes were best when extrinsic components (such as noting transfer in the performance appraisals) were established in the trainees’ work environments. Thus, finding what motivates employee to transfer or learn is an important task that needs to be done by the company.
2.1.9 Perceived utility/value

Transfer can be impacted by the value associated with training (Burke and Hutchins, 2007). Baumgartel, Reynolds et al. (1984) showed that managers who believe in the usefulness of training or value training outcomes are more likely to apply knowledge learned in training.

Axtell et al., (1997) found learners who perceived training as relevant reported higher levels of instant skill transfer. Lim and Morris (2006) found that effectiveness of training can be impacted by: (1) learners’ evaluation of the credibility of the new knowledge for enhancing performance; (2) a recognized need to develop their work performance; (3) a belief that applying new learning will improve performance; and (4) new skills that should be practical in order to make the transfer easy (Warr and Bunce, 1995).

To attain maximal transfer, learners should recognize that the new knowledge will enhance a related aspect of their job performance (Baldwin and Ford, 1989; Clark, Dobbins, and Ladd, 1993 cited in Burke and Hutchins, 2007). Furthermore, Alliger, Tannenbaum et al. (1997) conducted a meta-analysis of training criteria, and found that trainee utility reactions (for example the degree learners felt like training was useful to help them perform the job) were more related to transfer of learning than affective or emotional responses of learners.

Therefore, to obtain maximum training utilization and training transfer, employees should enhance their beliefs about the usefulness of the training in relation to improving their performance. Moreover the training should be credible and should provide practical skills to be transferred. Thus, perceived utility could be defined as an employee beliefs of the training usefulness that impacts training transfer.

2.1.10 Career/job variables

Job and career variables are influenced by training transfer, thus trainees who scored high on these variables tended to gain more potential benefits from a training intervention to improve their existing or future work performance (Kontogiorghes, 2002). “Career planning deals with the extent employees create and update specific plans for achieving their goals and career
exploration refers to the degree of career value and skill self-assessment activity” (Burke and Hutchins, 2007 p 270).

Trainees’ transfer is positively impacted by job involvement (Mathieu et al., 1993), which refers to the extent to which a worker identifies with the job, actively participates in it, and believes that job performance is important to their self-worth (Burke and Hutchins, 2007). Noe and Schmitt (1986b) found that trainees that are highly involved in their job were more motivated to transfer skills to the workplace.

Pidd (2004) found that trainees who identified with groups at work (these groups were described as employee and manager) showed higher transfer than trainees who did not have an affiliation with work members or the company. Therefore involvement with groups and tasks results in more employee interest to transfer knowledge to the work variables.

2.1.11 Locus of control (LOC)

Rotter, 1990 (cited in Ward and Kennedy 1992 p 176) states that “internal locus of control refers to the perception of positive and negative events as consequences of one’s own behaviour and as being under one's personal control”. In contrast, “external locus of control refers to the perception that these events are not contingent on one’s behaviour, but are reliant upon factors such as fate, luck, or chance” (Rotter, 1990 cited in Ward and Kennedy, 1992 p 176). Both definitions will be adopted because of their relevance to the study.

Tziner and Falbe (1993) found no significant relationships of locus of control across four training outcomes. However, Tziner, Haccoun et al.(1991) found that trainees with an internal locus of control revealed higher levels of transfer when employing a post-training transfer intervention. Similarly, Baumgartel, Reynolds et al. (1984) stated that managers with high internal locus of control were more likely to apply the gained information from training to the workplace.

Colquitt et al., (2000) found that individuals with an internal locus of control are more motivated to learn however, in their meta analysis locus of control showed a moderating effect in regards to transfer.
2.1.12 Work environment influences

Supportive Organizational Climate

Transfer research has constantly reported that the work environment can impact worker capacity and opportunity to perform learned behaviour on the job (Rouiller and Goldstein, 1993). Specific organizational factors in the work environment were pointed as facilitating or impeding transfer (Kupritz, 2002). According to Kupritz (2002 p 428), “Commonly reported are management and collegial support, resources and technology to support transfer, timeliness of training (so workers can try out new learning), relevance of training, and potential application of training on the job” (Kupritz, 2002 p 428). In this study training is part of the learning environment; moreover the study model proposes a relationship between learning environment and the support environment. This issue increases the importance of looking at what factors related to the support environment influence training transfer.

Previous research stated that organizational factors can also indirectly impact transfer by diminishing motivation and self-efficacy beliefs and increasing work related frustration (Peters et al., 1988). Broad, 1997 (cited in Cromwell and Kolb 2004) highlighted an increased emphasis by organizations on creating a climate that supports training transfer. Trainees start to learn about the way training is viewed early in their occupations, especially through the socialization process (Feldman, 1989 cited in Cromwell and Kolb 2004).

The efficiency of a training program can be influenced by events that happen after the trainee returns to their job (Cromwell and Kolb, 2004). Tannenbaum and Yukl (1992) recommended a need for a supportive organizational climate in order to facilitate the transfer of training. This recommendation emphasizes the importance of the presence of a supportive environment that enables training transfer.

Some actions are indications to trainees about whether training is essential, such as supervisory actions and the availability of recourses, which inform the trainees about the given amount of control, involvement, or input that trainees have within the training process (Tannenbaum and Yukl, 1992). Transfer climate has been defined as a factor perceived by trainees to encourage or
discourage exercising the obtained knowledge, capabilities and skills learned from training on the job (Broad and Newstorm, 1992; Goldstein, 1986; and Baldwin and Ford, 1988 cited in Cromwell and Kolb, 2004). The current study incorporated learning environment and the support environment under the concept of the organizational work environment; accordingly everything in the working environment impacts training transfer.

According to the above, organizational climate has a significant impact on the training transfer process. The organization should provide the appropriate climate to allow a positive transfer such as supporting the employee to transfer the knowledge and improve performance.

**Supportive supervisor**

Supervisory support has been recognized as an essential work-environment variable that influences the transfer process (Richman-Hirsch, 2001). Supervisor support has been defined as the degree to which supervisors emphasize and support the use of learning on job (Bates, Holton and Seyler, 1996 cited in Cromwell and Kolb, 2004). This definition will be used in the current study.

In a study by Huczynski and Lewis (1980), supervisor’s management style and attitude was considered as the single most important factor impacting the trainees intent to transfer. The researchers studied trainee motivation to transfer training, their intention to transfer the training, and organizational factors that restrain or support transfer. The results indicated that thirty five percent of the participating trainees attempted to transfer what was learned on the job. Of the thirty five percent, the majority indicated that supervisor support was an important factor in transferring the learned skills to the job.

Campbell and Cheek (1989) supported the importance of the involvement of supervisors in regards to transferring training. They asserted that the transfer of newly obtained behaviours to the work place would be extremely difficult without maintaining supervisory support. This suggests that trainees could be assisted by their supervisors through: assessing their needs; establishing instructional strategies; performing training; defining the objectives; and evaluating the effectiveness of the training.
Cohen (1990) found that a supportive supervisor influences trainees’ beliefs when entering a situation where training would be useful. Facteau et al., (1995) indicated that managers who perceived a greater amount of support from their direct supervisors showed a greater motivation for attending and learning from training. In addition, the support of subordinates and peers for their managers’ training efforts impacted the manager’s ability to transfer their training skills. Therefore, supervisor support, management style and attitudes, and supervisor involvement are factors that impact training transfer. As these factors are linked to the support environment according to this study, investigating its relation to learning transfer is important.

2.1.13 Training evaluation

Training evaluation measures the successfulness of the training program by systematically collecting data regarding on the training programs (Goldstein, 1986 cited in Kraiger et al., 1993). Positive evaluation occurs when particular outcome measures are conceptually correlated to planned learning objectives. Evaluation is performed “to answer either of two questions: whether training objectives were achieved (learning issues), and whether accomplishment of those objectives results in enhanced performance on the job (transfer issues)” (Kraiger et al., 1993 p 311). As stated earlier, measuring and evaluating training is considered as an important issue because of the great impact of training programs on organization and employee performance.

Training Transfer Theories and Constructs

Numerous theories and conceptual frameworks have been used to evaluate the impact and relationships of training transfer variables (Miles, 1975). Several theoretical approaches were used by researchers: equity theory, expectancy theory, goal-setting theory, and motivation theory (Lim and Morris, 2006).

Equity theory is about treating people fairly. Therefore, it relates to people’s perceptions of the treatment they receive from the organization in relation to others (Adams, 1963 as cited in Lim and Morris, 2006). Vroom, 1964 (cited in Lim and Morris, 2006) mentioned that individuals
pursue equity when they think that they should receive rewards related to their jobs. Neo and Schmitt (1986) explained that people may get involved in training to achieve equity in pay or other rewards. According to this situation, there is a greater chance that learning will occur and transfer to the job will occur (Noe and Schmitt, 1986b).

Lim and Morris, (2006) stated that “expectancy theory predicts that certain behaviours are followed by desirable outcomes or incentive awards”. According to Locke, 1968 (cited in Lim and Morris 2006 p 87) “goal-setting theory explains how and why behaviour is facilitated or restrained in the pre-training, training, and post-training processes”.

Equity, expectancy, and goal-setting theories were considered as supporting theories for motivation to transfer (Yamnill and McLean, 1968 cited in Lim and Morris 2006). Kontoghiorghes, 2002 (cited in Lim and Morris, 2006 p 87) “classified trainees’ motivation into two types: (1) motivation to learn and (2) motivation to transfer”.

According to this classification, motivation to learn is a trainee’s intrinsic or extrinsic desire to attain a high level of learning, and motivation to transfer is the application and use of the learning from training program to the trainee’s job or tasks (Noe and Schmitt, 1986b). “A recurring finding from the literature review is the interaction of relationships among the transfer theories. For example, expectancy, equity, and goal setting influence personal motivation to transfer, and high motivation for learning and transfer may influence expectancy and goal setting for transfer” (Lim and Morris, 2006 p 87).

2.1.14 Past studies
Previous studies conducted on organizational work environment are presented in table 1 on the following pages.
Table 2.1 Past studies on organizational work environment

<table>
<thead>
<tr>
<th>Authors</th>
<th>Topic of Study</th>
<th>Participants</th>
<th>Key findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jaramillo et al., (2011)</td>
<td>Examined a model focused on two acute workplace stressors: interpersonal conflict and work overload and their interrelationships with role stress, emotional exhaustion, job attitude, working smart, job performance and turnover intentions. The moderating role of working smart on the relationship between work overload and interpersonal conflict was also examined.</td>
<td>342 sales employees working for four large financial institutions in South America</td>
<td>The effect of role stress on emotional exhaustion, job attitudes, and behaviour is mediated by work overload and interpersonal conflict. Work overload has an important effect in the stressor-strain process.</td>
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<tr>
<td>Annakis, et al. (2011)</td>
<td>Investigated predictors of employees’ job satisfaction from the labour process and equity theoretical perspectives. They highlighted the implications for HRM. Qualitative approach was used and data were drawn from in depth focus groups of customer service representatives (CSR).</td>
<td>The sample was from three Australian call centres operating in a variety of business sectors.</td>
<td>The study points that three monitoring, flexibility and work environment are significantly related to CSR job satisfaction. Developing an understanding. The study provided new insights on how to manage efficiently job satisfaction within call centre environments through the incorporation of more multi-dimensional features that are believed to be strong determinants of CSR job satisfaction.</td>
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<tr>
<td><strong>Vermeer et al. (2011)</strong></td>
<td>Work environment characteristics, job satisfaction, and customer satisfaction were examined by comparing customer satisfaction data with data on the well-being of front-office workers</td>
<td>35 Dutch municipalities</td>
<td>The impact of job satisfaction on customer satisfaction is twofold. In companies in which workers are more satisfied with their jobs, customers satisfaction increases with the empathy of the workers, but the waiting times for services tend to increase concomitantly. Results indicated that the work environment characteristics effect job satisfaction. These outcomes have some implications for human resource management (Vermeere et al., 2011).</td>
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<tr>
<td><strong>Kartinah and Tiong Ming, (2011)</strong></td>
<td>Investigated the sources of stress at workplace and its relationship with job satisfaction with officers working in a fast-pace working environment. Statistical analysis such as factor analysis, frequency analysis, correlation analysis and regression were employed.</td>
<td>167 bank officers from a leading Malaysian bank who completed a questionnaire that measured each of the study variables.</td>
<td>Most of the respondents had a level of stress that ranged from moderate to high, “with the most stressful factor being those pertaining to the intrinsic aspects of their banking job” (Kartinah and Tiong Ming, 2011 p 403). Gender didn’t show any significant correlation with the bank officers’ workplace stress. All the variables under organizational characteristics were confirmed to have an important relationship with workplace stress with organizational climate and structure being the most important. All the variables under study (job satisfaction and organizational characteristics) are positively linked to each other with the strength of relationships ranging from 0.192 to 0.620.</td>
</tr>
<tr>
<td><strong>Shalley, Gilson et al. (2000)</strong></td>
<td>Examined the degree to which work environments are structured to accomplish the creative requirements of jobs.</td>
<td>2200 individuals were surveyed</td>
<td>Regression analyses pointed that proximal job characteristics were more strongly linked with a combined objective and perceptual measure of job-required creativity than were distal organizational characteristics. Higher job satisfaction and lower intentions to leave were related to people whose work environments complemented the creative requirements of their work.</td>
</tr>
<tr>
<td>John, (1975)</td>
<td>Conducted a field study testing the relative efficacy of individual and organizational characteristics in accounting for worker job attitudes and then examined the effectiveness of using the perceived work environment as an intervening variable that might add to the understanding of the relationship between the objective organizational structure characteristics and the workers' affective reactions. A major contribution of the study was the development and the use of a comprehensive measure of the perceived work environment.</td>
<td>710 participants represented ninety percent of a regional office of a large, multiline insurance company of the work force.</td>
<td>The results of discriminated analyses highlighted that worker job attitudes were associated to both personal and organizational characteristics but most strongly to the organizational structure characteristics. “Canonical correlation analyses, construing perceptions of the work environment as an explanatory intervening variable, indicated that the organizational structure characteristics were indeed referencing important employee organizational experiences” (John, 1975 p 371). These experiences which were assessed by workers perceptions of the work environment were much more strongly linked to characteristics of the workers location in the company than to his personal characteristics. The canonical correlations between perceptions of the work environment and job attitudes was even more directly and more powerfully demonstrated by the strong relationship between the work environment and employee reactions. It was concluded that workers in different places in the organizational space perceived the work environment differently. Most probably, “these different work environment experiences resulted in their using different frames of reference for evaluating the work situation and, therefore, differences in their attitudes” (John, 1975 p 371). To understand the relationship between organizational structure characteristics and job attitudes, perceived work environment can be construed as an intervening variable that can be used.</td>
</tr>
<tr>
<td>Author(s)</td>
<td>Aimed at exploring relationships between organizational and social work conditions and the amount of bullying and harassment occurrence at workplace.</td>
<td>4, 200 members of six different labor unions, together with a total of 500 members of the Norwegian Employers' Federation. 2215 responses were received showing a response rate of 47%.</td>
<td>The occurrence of bullying and harassment is considerably linked with all the seven measures of work environment applied in the study which are (challenge, social climate, leadership, work control, role conflict, role ambiguity and work load. Low satisfaction with leadership, work control, social climate, and particularly the experience of role conflict were mostly strongly correlated with bullying. Different work conditions are correlated to bullying in different organizational settings. Role conflict showed a partial relationship with bullying in all subsamples. “Work conditions account for ten percent of the variance in bullying, ranging from seven percent to twenty four percent in the different sub-samples”(Einarsen et al., 1994 p 381). The results show that both the victims of bullying and the observers of bullying report a low-quality work environment.</td>
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<tr>
<td>Einarsen et al., (1994)</td>
<td>Tested the predictors of skill transfer from an instructional to a work environment. Individual dimensions included goal orientation and training self-efficacy, and contextual factors included supervisor and peer support.</td>
<td>186 workers surveyed on individual dimensions and contextual factors.</td>
<td>Analyses was conducted through a structural equation modelling using EQS show that individual dimensions, such as mastery-approach goal orientation and training self-efficacy, are linked to pre-training motivation. Contextual factors, such as peer support, predicted both pre-training motivation and skill transfer, while supervisor support was not linked to either pre-training motivation or skill transfer. Pre-training motivation, in turn, was linked to knowledge transfer.</td>
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<tr>
<td>Chiaburu and Marinova, 2005</td>
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</table>
In reviewing the organizational working environment in the literature, very few studies were found to have examined the relationships between the organizational work environment, job satisfaction and the innovative climate. Therefore, this study is unique in testing such relationships, especially when focusing on the telecommunication sector in the Jordanian context.

The upcoming section will focus on the concept of job satisfaction.

2.2 Job satisfaction

Social scientists’ efforts over decades on conceptualizing job satisfaction have led to a high level of agreement on the construct of job satisfaction (Oshagbemi, 1999). The concept is defined in different manners according to different authors, and this section outlines some of these definitions as shown below.

“Job satisfaction is conceptualized as a general attitude toward an object, the job” (Oshagbemi, 1999 p 388). Mihajlovic et al., (2008) stated that the concept of job satisfaction was initially proposed by Hoppock (1935). According to him, job satisfaction consisted of workers’ feelings toward their working environment and what satisfied them both psychologically and physically (Hoppock, 1935 cited in Mihajlovic et al., 2008). These feelings are derived from workers subjective reactions toward their working environment (Mihajlovic et al., 2008).

Locke, 1976 (cited in Clark 1996 p 90) defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Satisfaction, according to many schools of thought, depends on the person’s expectations, requirements (physical and psychological) and values (Clark, 1996). More specifically, work attributes that involve mental challenges such as autonomy, responsibility and learning opportunity are linked to satisfaction, “although the relationship is concave: too much mental challenge can bring about dissatisfaction as well as too little” (Clark, 1996 p 90). Hence both challenge and some measure of achievement are essential. In this study job satisfaction is examined through focusing on factors impacting employees both psychologically and physically. These factors are believed to be the main drivers of satisfaction in the examined companies.
Cribbin, 1972 (cited in Mihajlovic et al., 2008) suggested that job satisfaction was the total of feelings concerning the working environment, which incorporate the job itself, supervisors, employee working groups, the firm, and even family life, as cited in (Mihajlovic et al., 2008). This explanation focused only on factors related to the psychological factors in the working environment that impact the employee’s perceptions.

As cited in Locke (1969 p 316) job satisfaction is “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”. While “job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values or as entailing disvalues” (Locke, 1969 p 316). Both definitions provide an insight of differentiation between satisfied and unsatisfied employees.

Several studies investigated what factors or aspects augment satisfaction for workers. For example, Clark (1996 p 191) stated that higher job satisfaction may occur from improvements in the objective aspects of the work, from reduced expectations about the job, “or equally from a realignment of values so that dissatisfying aspects of the job are downplayed, while those that please are given greater weight”. “Locke’s favored formulation of satisfaction is as the weighted sum of the discrepancies between how much of a certain valued aspect of working a job delivers and how much of this aspect the individual desires or expects; the weights in this summation are given by the individual’s valuation of the different aspects of the job” (Clark, 1996 p 191).

As shown above several researchers defined job satisfaction in different ways. However this study will adopt Locke (1969 p 316) definition of job satisfaction which was mentioned previously as ‘a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”.

### 2.2.1 The importance of the study of job satisfaction

Measuring job satisfaction is important for two reasons. First, it is a measure of a person’s physical and mental well being, for example job satisfaction is relevant to human health (Oshagbemi, 1999), and “many social scientists would consider the distribution of welfare to be
one of their principal concerns” (Clark, 1996 p 189). Work is an essential part of individual’s lives because the majority of people spend a large amount of their lives at work (Oshagbemi, 1999). Understanding factors relevant to job satisfaction is important to improving the well being of a significant amount of people (Oshagbemi, 1999).

Second, it’s an implication for work related behaviors such as productivity, turnover and absenteeism. Therefore it makes economic sense to judge whether job satisfaction can be enhanced, and how this enhancement could be achieved (Oshagbemi, 1999). The analysis of job satisfaction may give “a number of insights into certain aspects of the labor market” (Clark, 1996 p 189). A worker’s decision about their labor force involvement, whether to remain in a job or to quit, and how much effort to devote to their work all depends on the employee’s subjective assessment of their work, in other words on their job satisfaction (Clark, 1996). The other side of the labor market consists of companies desiring their workers to be satisfied (Clark, 1996). Maintaining an adequate and skilled labor force is a requirement for a well-functioning organization, “but is sometimes difficult to realize when conditions, such as a good economic situation, a tight labor market and an ageing workforce, tend to increase the turnover of the Workforce” (Van Saane et al., 2003 p 191) . It can be hypothesized that employees’ job satisfaction could function as a buffer against a high turnover (Vandenberg and Lance, 1992). Moreover, “job satisfaction could also buffer against other negative influences in the workplace, such as occupational stress. For these reasons, attention paid to job satisfaction of employees may prevent staff shortages in the future and may even cut costs”(Vandenberg and Lance, 1992 p 191).

The topic of job satisfaction gained considerable attention by practitioners and researchers (Spector, 1985). Lock, 1976 (cited in Spector 1985) extended his calculations on job satisfaction articles in 1985, which yielded an estimation of 4,793 articles. However in all these articles, little research was found regarding human service employees (Spector, 1985). Sarata (1974) found fewer than 20 studies focusing on human services, and most of these were concerned with nurses. During the late 1970s, attention to human service workers' job satisfaction started to increase, with studies focused on comparisons to industrial employees (Frontz 1978; Zaharia and Baumeister, 1979 cited in Spector 1985) and what causes satisfaction (Dorr, Honea, and Pozner, 1980 cited in Spector 1985). The findings also indicate that most job satisfaction studies on
industrial organizations were conducted before service organizations were prolific. This statement provides further incentive to investigate the topic of job satisfaction in the service sector.

The literature suggests that job satisfaction has been a matter of growing attention for those concerned with individuals’ well being and organizational efficiency. The consequences of job satisfaction are very important to any company in regards to its efficiency, productivity, employee relations, absenteeism and turnover, as well as to the employee in terms of health and well being. Therefore job satisfaction was considered as a significant factor to be explored in the study.

### 2.2.2 Consequences of individual’s well-being

The pursuit of well-being or “happiness” appears to be one of the most persistent topics of human interest (Russell, 1930 cited in Wright and Cropanzano, 2000). Generally when researchers use the expression happiness, they are generally referring to a person’s psychological or subjective well-being (Diener, 1994 cited in Wright and Cropanzano, 2000). The term well-being has been preferred by scholars to avoid “the imprecision and lay connotation captured in the looser term happiness” (Diner, 1994 cited in Wright and Cropanzano, 2000 p 84).


Wright et al. (1993) found that psychological well-being was positively related to supervisory ratings of performance. A significant relationship was found between employee well-being and job performance by (Wright and Bonett, 1997). Furthermore, past studies showed a relationship between well-being and job satisfaction, for example (Diener et al., 1999; Judge and Locke, 1993 and Wright and Cropanzano, 2000). The previous studies emphasized the importance of
psychological well-being as it impacts job satisfaction and job performance. Thus it impacts both the company and individual.

Numerous facets of job conditions have been observed to be associated to the occurrence of stress and, ultimately, health outcomes (Puglisi, 1999). “Among the job conditions that are potential sources of stress for workers are the interpersonal or psychosocial features of the work situation” (Puglisi, 1999 p 126). Recently, researchers have concentrated much more on these social dimensions of job experiences. Accordingly, social relations at work were considered as an important component that might create work stress which influence health outcomes and consequently well-being.

Studies of work stress point out that numerous distinct work conditions determine the level of stress experienced by employees across jobs (Puglisi, 1999). “Early research on work stress focused on features of the physical work environment or the physical and cognitive demands of work tasks” (Sauter and Murphy, 1995 cited in Puglisi, 1999 p 127). This demonstrates another cause of work stress which occurs from conditions related to physical work environment or task work demands.

Karasek, 1990 (cited in Puglisi 1999) in his model of “The demand-control" stated that demands and control have interactive impacts on job stress; jobs that have high demands and low control ("high-strain" jobs) are the most stressful for employees. Research on staff has found that incumbents of high-strain jobs have a greater risk of suffering different health problems and psychological distress (Karasek, 1990; Radmacher and Sheridan, 1995 cited in Puglisi, 1999).

Dissatisfied workers face stress, and job stress is increasing and has become a challenge for the organization because it results in low productivity, increased absenteeism (Meneze,2005 cited in Malik et al., 2010). Therefore considering employee well-being and factors that impact it is important for organization survival and employee health.
2.2.3 Job satisfaction outcomes on organizational performance

According to Gholami, Yazdkhasti et al. (2011 p 509), job satisfaction is one of the essential concepts that play a critical role in increasing job performance among workers and “considered as a determinant for most of the organizational variables”. Job satisfaction impacts several elements such as productivity, employee commitment, absenteeism and turnover. This section will discuss these elements which are believed to have a great impact on organizational performance as proved in the literature.

Commitment

According to Spector (2003) organizational commitment is the extent to which a worker is dedicated and loyal to their company. This study will use this definition for its suitability to the study.

Meyer and Allen provided the most important and acknowledged definition of organizational commitment (Meyer and Allen, 1984 cited in Sarwat et al., 2011 p 661). According to them there are three aspects of organizational commitment:

1- Affective commitment, “An employee's emotional attachment to, identification with, and involvement in the organization”

2- Normative commitment, “an employee's feelings of obligation to remain with the organization”

3- Continuant commitment: “commitment based on the costs that employees associate with leaving the organization”

Job commitment has a positive impact on job satisfaction when job commitment is high. Job satisfaction also increases as workers’ commitment with the work has a long term relationship with job satisfaction (Qureshi et al., 2011). Job satisfaction increases when employees are committed to their job (Qureshi et al., 2011). Therefore examining the job satisfaction variable is considered to be important for the study when considering it as an outcome of employee satisfaction.
For decades, considerable attention has attracted academics to the topic of organizational commitment (Yang et al., 2011). Organizational commitment was noted by many researchers to be an explanatory variable in a number of organizational outcomes, including organizational effectiveness, turnover intentions, productivity, absenteeism, and job performance (Wong and Law, 2002).

America & Aranya, 2010 (cited in Sarwat et al. 2011) found that professional commitment is considered as the most important predictor of organizational commitment. Many factors are indicated to impact organizational commitment (Sarwat et al., 2011). Organizational commitment has a positive impact on organizational performance (Sarwat et al., 2011). If the workers are more committed to the company then the company achieves their goals efficiently.

Empowerment has a strong impact on organizational commitment (Sarwat et al., 2011). When workers feel that they are empowered and have a clarified vision, motivation will increase, and ultimately they will be more committed to their job and workplace (Avolio et al., 2004).

Transformational leadership is positively linked to organizational commitment, while transactional leadership has a nominal influence on organizational commitment. Therefore transformational leadership has stronger relationship and impact on organizational commitment (Lee, 2004). This suggests that there is an impact of the leadership style on employee work commitment.

Factors related to commitment are examined in this study, for example empowerment, leadership style, and work load are part of the work environment; however they are linked to satisfaction.

When a company is facing organizational change, such as re-structuring or merging, it will cause anxiety, stress, and insecurity for employees, and result in a negative impact on employee productivity, satisfaction, and commitment toward the company (Ashford et al., 1989 cited in Malik et al., 2010). Considering commitment is impacted by restructuring and merging procedures, this outcome is considered to be important in relation to the study.
**Turnover**

The organizational literature consists of models about behaviors, situations, and attitudes, that search for an explanation of worker turnover (Swider et al., 2011). The reason for the vast amount of research on turnover can partially be linked to the desire of practitioners to reduce the financial costs related with turnover (Hom and Griffeth, 1995 cited in Swider et al. 2011).

Swider et al. (2011 p 437) present results that “indicate that job search had a stronger relationship with turnover when employees were less embedded, had lower job satisfaction, and had more employment alternatives”. Job satisfaction has a consistent relationship with absenteeism and turnover rates (Barber, 1986). Hiring, training, and orienting new workers is inefficient and expensive for the company (Martin and Schinke, 1998). Accordingly, it could be noticed that job satisfaction impacts employee decisions on quitting/keeping their jobs and absenteeism. Organizations should be aware of this, and avoid turnover causes, because recruiting and training new employees is relatively costly.

“When employees components of job satisfaction—satisfaction with pay, promotion, supervision, co-workers, and the work itself have been studied, fairly consistent relationships also have been found with the propensity to remain (Porter et al., 1974 p 603-604). However these findings are not universal, as some researchers found some of these factors were unrelated to withdrawal” (Porter et al., 1974 p 603-604).

In spite of these results, the researcher thinks that turnover is an important job satisfaction outcome for the study, because of the hiring costs. Especially when focusing on the telecommunication sector where employing highly trained and educated people is an important requirement.

**Absenteeism**

According to Hackett (1989), worker absenteeism is a costly staff problem attracting the attention of both theoreticians and practitioners. Absenteeism is supposed to occur when workers are not present at their work when they are expected to be, according to the schedule (Brooke, 1986 cited in Shahzad et al., 2011). This explanation of absenteeism will considered as a suitable definition for this study.
Extensive research on this topic has looked at the links between absence from the job and work related attitudes such as organizational commitment and job satisfaction. Hanisch and Hulin, 1991 (cited in Abraham, 1998 p 156) theorized that absenteeism and other withdrawal behaviors such as turnover, reflect “invisible” attitudes such as job dissatisfaction, low level of organizational commitment, or an intention to quit”.

Therefore workers who are highly satisfied with their work or highly committed to the organization will avoid withdrawal behaviors and retain continued attachment to the job. Reducing cost and maintaining productivity should be one of the major focus of any successful organization. As satisfaction was proved to be linked to absenteeism in the literature, this study highlighted the concept because of its relevance and impact on the examined companies.

**Productivity**

Malik et al., (2010) stated that firms strive to increase productivity. Achieving this goal is associated with finding out and maintaining high performing, committed and satisfied workers (Malik et al., 2010). Ju et al.,2008 (cited in Malik et al., 2010) suggested that the employers should offer the workers benefits to strengthen the organizational commitment that in turn boosts employee productivity and performance. Productivity is an important element impacting the organizational performance. Knowing the causes of maintaining productivity is essential. Therefore organizations should find ways to satisfy their employees to increase their commitment level.

Human Resource Management (HRM) activities influence productivity (Malik et al., 2010). Pritchard, 1992 (cited in Malik et al., 2010 p 202) “explained productivity as a blend of efficiency and effectiveness that is the quality of resources used and the achievement of targets by using the same resources”. Satisfied workers tend to be more productive, committed and creative in their organization (Al-Aameri, 2000).

Highlighting the relationship between productivity and job satisfaction is important to the study, especially when focusing on the telecommunication sector where productivity is major requirement especially in such a competitive market. Moreover, suggesting that companies
should try to maintain a level of commitment at work by developing certain methods such as training is considered as important to sustaining productivity.

2.2.4 Measuring job satisfaction

Job satisfaction is normally measured with interviews or questionnaires applied to the job incumbents in question (Spector, 1997). Even though interviews are used in some cases, most studies were conducted with questionnaires (Spector, 1997). That is because interviews are expensive and consume time (Spector, 1997). In contrast, surveying with questionnaires can involve a large number of people with little effort and expenses (Spector, 1997). Furthermore, questionnaire responses are easier to quantify and standardize (Spector, 1997). “However it is possible to get more extensive information in an interview, as respondents can elaborate about the issues that they are discussing” (Spector, 1997 p 5). In addition, interviews have a less constrained format, which allows the emergence of issues that are not planned by the researcher (Spector, 1997). Respondents can state their own areas of satisfaction or dissatisfaction, aiding in designing a questionnaire in the initial steps (Spector, 1997).

The easiest way to measure job satisfaction is to use one of the existing scales such as Job Satisfaction Survey (JSS). There are many advantages of using an existing job satisfaction scale. First, many of the obtainable scales cover the main aspects of satisfaction. Second, “most existing scales have been used a sufficient number of times to provide norms, which are the means on each fact for people in general within a given population, such as all private sector in the united states. Comparison with norms can help with the interpretation of results from a given organization” (Spector, 1997 p 6). Third, existing scales have been shown to demonstrate an acceptable level of reliability. Forth, using such scales provides good evidence for construct validity. Finally, using an existing scale saves on the cost and time needed to develop a survey from scratch.

The main disadvantage of using an existing scale is that it “will be limited to only those facets that the developers chose to place in their instrument. The facets of most scales tend to be general, which make them applicable to most organizations” (Spector, 1997 p 7).
Spector (1997) mentioned that many job satisfaction scales have been developed such as the JSS, The Job Descriptive Index (JDI) (Smith, Kendall and Hulin, 1967), The Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England and Lofquist, 1967), and the Job Diagnostic Survey (JDS) (Hackman and Oldham, 1975).

This study will discuss the JSS because of its relevance to the study. The questionnaire was partially focused on aspects relevant to the study.

**The Job satisfaction survey (JSS)**

The JSS was designed by Spector, 1985. It examined nine facets of job satisfaction, also the overall job satisfaction (Spector, 1997). These factors are,

Pay: raises and pay satisfaction.

Promotion: satisfaction with promotion chances.

Supervision: satisfaction with employees’ current supervisor.

Fringe benefits: fringe benefits satisfaction

Contingent rewards: satisfaction with rewards monetary or non-monetary which are given for good performance.

Operating conditions: satisfaction with the company rules and procedures

Coworkers: satisfaction with colleagues

Nature of work: satisfaction with the kind and type the performed work.

Communication: satisfaction with communication within the company.

The scale includes 36 items “and uses a summated rating scale format” (Spector, 1997 p 8). This format is the most well known scale for job satisfaction (Spector, 1997). The format of the JSS facilitates the way to modify it. “Each of the nine facet subscales contain four items, and a total satisfaction score can be computed by combing all of the items. Each item is a statement that is either favorable or unfavorable about an aspect of the job” (Spector, 1997 p 8).
In this study the aim was to choose questions that were relevant to the study, however other past studies aided in the development of the full survey.

### 2.2.5 Factors influencing job satisfaction

This section illustrates factors linked to job satisfaction and were believed to be relevant to the study. These factors are, job content, career development, salary, and work hours.

**Job content**

Job design theories and research in psychology and the organizational sciences have concentrated almost entirely on job enrichment and enlargement (Ford, 1969; Herzberg, 1966 cited in Campion, 1988), or on job characteristics such as the amount of variety, responsibility, and interpersonal relations provided by a job, which appear to be related to employee attitudes and behaviour (Hackman and Lawler, 1971). This structure focuses on those features of jobs that improve “psychological meaning and motivational potential, such as variety, autonomy, and task significance” (Campion, 1988 p 467). According to this study, job design is defined as a variety of tasks assigned to each employee.

Job enrichment is linked to job routine and is indicated as an important outcome. Job routine occurs when tasks are limited and repeated. “Changes in job characteristics introduced by behavioral scientists are intended to affect the work content and the relationships of employees to their jobs and to each other”(Denise, 1977 P 18). Accordingly, examining job content in relation to job satisfaction is considered to be important.

“The literature on job attitudes and task design has been dominated by the need-satisfaction paradigm, a model which asserts that people have needs, jobs have characteristics, and job attitudes (and motivation, in some versions) result from their conjunction”.(Salancik and Pfeffer, 1978 p 224). According to the need-satisfaction paradigm job design, implementing a proper job design increases satisfaction and performance through motivating employees.
Many scholars have argued the importance of redesigning a job. However they emphasized the importance of recognizing the role of each division in order to come up with appropriate changing strategies. Hackman et al., 1974 (cited in Rousseau, 1977) presented a theoretical base for job redesign along with highlighting the importance of analyzing the task of the department within the company prior to developing change strategies. It also identifies the role of technology in limiting change strategies.

According to the above, job content is seen to be an important factor that influences satisfaction and performance. Thus, job content was chosen as a factor impacting job satisfaction for its appropriateness to the study.

**Career development**

Performance appraisals allow an employee to know the degree of match between his performance and the supervisor’s expectations and to spot areas that require development or training (Boice and Kleiner, 1997). Therefore it could be defined as the process which allows an employee to know the degree of match between his performance and the overall company goals. Also it provides the company with a rich resource of information about what needs to be done to improve the company and employee efficiency.

The performance appraisal system plays an essential role in managing human resources (Cardy and Dobbins, 1994); therefore much research has been conducted to understand the appraisal system (Mayer and Davis, 1999). Murphy and Cleveland (1991) noted that much of this research has concentrated on issues related to appraisal formats and minimizing bias from evaluators. They suggested paying further attention to the criteria by which appraisal systems are judged. Moreover, focus should be put on the reactions of the rated employee to the appraisal system (Mayer and Davis, 1999). Efforts made by practitioners to minimize bias and pay attention to employees’ reactions to their appraisal reflect the importance of its impact on employee satisfaction and ultimately on the company performance.

One reason for the importance of this concept is the wide range of uses of performance appraisal information in most companies (Feild and Holley, 1982). For example, “appraisal information has been used for making organizational decisions in areas such as personnel layoffs,
promotions, and transfers; development and evaluation of training programs; wage and salary
determination; and as criteria for selection procedure validation studies” (Feild and Holley, 1982
p 392). Thus, maintaining an appropriate performance appraisal system allows the company to
use it for the benefit of the company and the employee. The company will be supported with a
well fixed system, allowing the maximum utilization from its human resource. Moreover, employees will benefit from the system outcomes such as training and promotion.

Cummings, 1983 (cited in Mayer and Davis, 1999) investigated the impact that the performance
appraisal process can have on workers’ trust for the company. Further, he proposed that if the
results of appraisals were fed back to the appraised employer, trust will be enhanced.
“Employees have a legitimate need to know how their performance is viewed. At a basic level,
without adequate communication between the employee and the supervisor, undesirable work
habits may be formed or good work habits may be modified” (Boice and Kleiner, 1997 p 197) .
Performance appraisal provides a clear picture to the employee about their actual performance
and enhances trust between employees and the company.

Developing an appraisal system that precisely reflects worker performance is a difficult mission
(Boice and Kleiner, 1997). “Performance appraisal systems are not generic or easily passed from
one company to another; their design and administration must be tailor-made to match employee
and organizational characteristics and qualities” (Henderson, 1984 cited in Boice and Kleiner,
1997 p 197).

Therefore, it’s important to employ an appropriate performance appraisal system for both the
company and its employees. Hence the appraisal accuracy affects employee reactions and
ultimately impacts the company. Argyris, 1964 (cited in Mayer and Davis, 1999) stated that trust
for management is essential to productivity-related outcomes. The literature indicated that it’s a
worthwhile variable to be investigated in relation to job satisfaction. Performance appraisal was
found to be important to the study, as it contributes to the company success in many ways, for
example, aiding in determining the appropriate training program. Managing human resources in
the telecommunication sector is essential for company survival in such a competitive market.
**Salary**

Compensation has been defined for several years as the financial returns a firm offers to its employees. Recently, a few theories are stating a broader view by defining compensation as a bundle of valued returns, which is offered to employees as an exchange for their contributions (Cappelli and Rogovsky, 1994). Tekleab, Bartol et al. (2005) conducted two related studies that examined the effect of satisfaction with pay. The first study involved a group of 228 managers; they found that pay increases satisfaction. According to the World Bank Jordan has been classified as a “lower middle income country” (Background Notes on Countries of the World: Jordan, 2008).

Therefore it is also important to examine this factor in the Jordanian context especially when considering that wages are low in the country.

**Work hours**

Several studies on designing an appropriate work schedule were done to enhance the quality of working life and worker productivity. Workers working under flexible time system will be more productive, and less absent (Orpen, 1981). This indicates that employees are satisfied with their working environment. Moreover, Orpen (1981) indicated that a flexible working hours system will make employees more satisfied and committed.

Pierce and Newstrom (1980 p 117) found that “strong interest in different work schedules has been evidenced by continued experiments with compressing the work week into fewer hours and/or days, by innovations in part-time employment, and by the introduction of various discretionary time systems”.

Flexible working design has became increasingly popular (Pierce and Newstrom, 1980). Pierce and Newstrom (1980 p 118) stated that one of the most famous discretionary systems is the “flexible working-hour arrangement”.

Two essential work schedules (i.e., flexitime and variable working hours) help to describe flexible working hours. Flexitime, in its pure form, is a system under which a worker makes a daily decision regarding the time of day to begin work (Pierce and Newstrom, 1980), and this
definition will be adopted for the current study. In some flexitime systems the employee is allowed to define the starting and quitting time, as well as break time and its duration (Pierce and Newstrom, 1980).

However some companies that adopt flexible working hours define a core time period during which all workers are expected to work and then allow a time before and after this period to be chosen (Orpen, 1981).

In light of the previous discussion, flexible working hours is an important factor for the company and for employee efficiency. Moreover, it impacts the work environment, job satisfaction and the innovative climate of the organization. Therefore the variable was selected for its relevance to the study on job satisfaction.

2.2.6 Past studies on job satisfaction

Extensive research has been done by scholars aiming at identifying factors influencing job satisfaction. Table 2.2 below outlines some of past studies examining different types of factors.
## Table 2.2 Past studies on job satisfaction

<table>
<thead>
<tr>
<th>Authors</th>
<th>Topic of study</th>
<th>Participants</th>
<th>Key findings</th>
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<tr>
<td>Martin and Schinke 1998</td>
<td>Studied the organizational and individual factors influencing job satisfaction and burnout of mental health workers. They stressed that it’s important to examine both factor because, job satisfaction has financial and social effects and burnout has physical/psychological damaging.</td>
<td>“Two hundred family/children and psychiatric workers of seven social service organizations were surveyed. Instruments used were the Minnesota Satisfaction Questionnaire, the Maslach Burnout Inventory and the Staff Burnout Scale for health professionals” (Martin and Schinke, 1998 p 52)</td>
<td>The study reported that levels of job satisfaction and burnout are within normal limits. Psychiatric and family/children workers reported equal levels of job satisfaction, but the latter group reported significantly higher burnout levels. Both groups were satisfied with the amount of the praised given by supervisors and were dissatisfied by the salary levels and promotions opportunities. These three factors were linked to employee satisfaction and burnout levels of both groups. As illustrated the study identified what organizational and individual factors impacts job satisfaction and burnout. The results showed that satisfaction and burnout is impacted by the amount of praise, salary and promotion levels.</td>
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<tr>
<td>Study (year)</td>
<td>Methodology</td>
<td>Findings</td>
<td>Additional Information</td>
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<tr>
<td>Shader et al., (2001)</td>
<td>Examined the relationships between work satisfaction, stress, age, cohesion, work schedule, and anticipated turnover in an academic medical center. Nurses from 12 units in a 908 bed university hospital in the southeast answered questionnaires on one occasion. Nurse perception of work stress, work satisfaction, group cohesion and turnover were measured.</td>
<td>Results showed that increased job stress yield to lower group cohesion and satisfaction and higher anticipated turnover. Higher work satisfaction showed higher group cohesion and the lower turnover. The more stable work schedule leads to less work stress the lower turnover. And higher group cohesion, “and weekend overtime were all predictors of anticipated turnover. There are differences in the factors predicting anticipated turnover for different age groups” (Shader et al., 2001 p 210). The current study concludes that job stress leads to lower group cohesion and satisfaction and higher turnover. Moreover the higher satisfaction the lower turn over the higher group cohesion. Also higher group cohesion, and weekend overtime were all predictors of predictable turnover. In addition, stable work schedule minimizes work stress. However age showed a relationship for the prediction of turnover.</td>
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<td>Eisenberger et al., (1997)</td>
<td>Examined the Perceived Organizational Support, Discretionary Treatment, and Job Satisfaction. 295 employees were sampled and drawn from a variety of companies.</td>
<td>The favorableness of high-discretion job conditions was discovered to be much more closely related with POS than was the favorableness of low-discretion job conditions. No correlation was found between job conditions and satisfaction.” To decide how much the organization values their contributions and well-being, employees distinguish job conditions whose favorableness the organization readily controls versus job conditions whose favorableness is constrained by limits on the organization's discretion”(Eisenberger et al., 1997 p 812).</td>
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<tr>
<td>Study (Year)</td>
<td>Methodology</td>
<td>Findings</td>
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<tr>
<td>Shipton et al., (2006)</td>
<td>Investigated the relationship between aggregate job satisfaction and organizational innovation.</td>
<td>Data were collected from 3717 workers in 28 UK manufacturing companies about job satisfaction and aggregated. Data on innovation in technology processes were collected 2 years later.</td>
<td>The results showed that “aggregate job satisfaction was an important predictor of subsequent organizational innovation, even after controlling for prior organizational innovation and profitability” (p. 404). Job variety and a commitment to “single status” moderated the relationship between aggregate job satisfaction and innovation in production processes. They proposed that if the majority of employees experience job satisfaction, they will support innovation and work collaboratively to establish and generate creative ideas. Examining the relationship between aggregate job satisfaction and organizational innovation showed that job satisfaction is an important factor to predict subsequent innovation, even if prior innovation and profitability is controlled. Work variety and commitment was moderating factors between the relationships of both variables.</td>
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<tr>
<td>Altaf and Awan (2011)</td>
<td>The study examined High-involvement work systems (HIWS). They predicted that HIWS will moderate workers involvement, job satisfaction and absenteeism</td>
<td>By using multilevel data (8454 employees from 1429 workplaces),</td>
<td>They found that employee involvement and HIWS are related positively to employee job satisfaction. Additionally, “the results support a cross-level interaction: at high levels of HIWS, employee Involvement is negatively related to absenteeism, whereas at low levels of HIWS, the negative relationship is weaker” (Altaf and Awan, 2011 p 3462). The study concluded that workers involvement and high-involvement work systems showed a significant relationship to job satisfaction.</td>
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<tr>
<td>Eskildsen et al., (2004)</td>
<td>The study examined differences in job</td>
<td>9,623 employees was surveyed from</td>
<td>Findings showed that Danish employees were found to be the most satisfied and that there is no difference between the genders in regards to</td>
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<td>satisfaction and intrinsic work motivation between workers with different characteristics.</td>
<td>randomly chosen households in the Nordic countries participated.</td>
<td>job satisfaction in the Nordic countries (Eskildsen et al., 2004). The study pointed that there is no relationship between gender and satisfaction as all employees were satisfied.</td>
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Despite the large number of research studies on job satisfaction, none of the studies have explored the relationship of the three variables of the current study at the same time, reflecting the importance of conducting the study.

The next section will focus on innovation.

2.3 Innovation

Innovation is recognized as a necessary ingredient for the long-term survival of an organization. (Roberts, 1998) suggests that innovation “provokes continuing interest among social scientists and practitioners alike” (Scott and Bruce, 1994 p 580).

As the foundation of innovation is ideas, and it is individuals who “develop, carry, react to, and modify ideas” (Van de Ven, 1986 p 580), studying what motivates employees to be innovative is considered to be an important issue (Scott and Bruce, 1994). Therefore this study highlighted issues related to creating an innovative climate that supports and enhances employee attitudes toward innovation.

According to Hunmin (2001), innovation can be defined in different ways based on the topic of the study; however the general definition of innovation would be any new idea perceived by a person or a system. Hunmin (2001) also defined innovation as a tool for improving agency performance, based on a selection of cases submitted by the services staff as their most innovative programs. The current study will adopt the following definition of innovation, which is cited in King et al., (2007 p 634) “Innovation can be defined as the intentional process of development and application of ideas, processes, products or procedures that are novel and designed to yield positive outcomes”. 

Organizational climate for innovation can be defined as the degree to which the values and norms of a company stress innovation (West and Anderson, 1996). According to this study, innovative climate can be described as an organizational climate which provides the appropriate conditions for employees to innovate. These conditions are providing a positive work environment and maintaining employee satisfaction.
It could be noticed from the above that innovation covers the entire range of activities by providing satisfactory return to the business and value to the customer. Despite the increasing interest among practitioners and the growing innovation literature, there is still a lack of cross-national research on the definition of innovative climate.

2.3.1 Innovative organization

Hove and Nieuwenhuis, 2003 (cited in Merx-Chermin and Nijhof Wim, 2005) argued that innovation as a concept has different meanings and a long history, mostly based on competition between organizations and the different strategies implemented to compete (Merx-Chermin and Nijhof Wim, 2005). Bolwijn and Kumpe, 1989 (cited in Merx-Chermin and Nijhof Wim, 2005 p 136) state that “Since the 1950s, different strategies have been used to compete, such as efficiency approaches (e.g. lean management), quality movement (e.g. quality circles and standards), flexibility and, finally, innovativeness”. This shows that organizations are centered on innovation issues in regard to their survival and development.

Innovation covers the entire company, from the first ideas right through to introducing a product or service into the marketplace (Merx-Chermin and Nijhof Wim, 2005). The alignment between research and development, production, and market is crucial (Cobbenhagen, 1999). Designing and implementing new production lines, plants, work conditions, and missions is considered to be part of the entire process of innovation. This process aims to deliver added value to the stakeholders of the organization through valuable knowledge (Merx-Chermin and Nijhof Wim, 2005). Therefore the whole company should work together toward producing an innovative product that results in customers’ benefits.

The term knowledge was described in the literature as a tool aiding the innovation process of the company. Davenport and Prusak, 1998 (cited in Merx-Chermin and Nijhof Wim, 2005 p136) defined knowledge as “a fluid mix of framed experience, values, contextual information and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knower. In organizations, it often
becomes embedded not only in documents or repositories, but also in organizational routines, processes, practices, and norms”.

Bolwijn and Kumpe, 1998 (cited in Merx-Chermin and Nijhof Wim, 2005 p 137) explained four main concepts of innovative organizations: the efficiency approach in the 1950s, the quality approach in the 1970s, the flexibility approach in the eighties, and the innovative approach in the nineties and onwards. Currently, combining quality, efficiency, flexibility and innovation is critical (Merx-Chermin and Nijhof Wim, 2005).

Innovation requires a social policy that is more than technical-organizational (Merx-Chermin and Nijhof Wim, 2005). “Successful innovation means therefore more than research and development; R&D must be transformed into products and services that will be sold in the market and will lead to added value for stakeholders” (Merx-Chermin and Nijhof Wim, 2005 p 137). The aligning of R&D, production and marketing is critical and might lead to new designs of production and processes, workplace settings, and plants (Merx-Chermin and Nijhof Wim, 2005).

To increase the innovation potential of the company, creativity should be perceived as a collective process (Merx-Chermin and Nijhof Wim, 2005). In this study the researcher examined factors impacting the suitability of an organization’s climate to facilitate innovation. These factors were related to satisfaction, thus concentrating on employee’s wants and needs, and discussing factors related to work environment matters. Both job satisfaction an organizational work environment impact innovative climate and result in organizational efficiency.

### 2.3.2 Overview of innovation in the service sector

Many service companies still face troubles with their innovative effort (Jong and Vermeulen, 2003). Vermeulen & Dankbaar, 2002 (cited in Jong and Vermeulen, 2003) stated that in financial services, for example, new service development (NSD) is generally planned in a sequential approach. The outcomes of this approach are: long development lead times; problems in communication; and higher costs (Jong and Vermeulen, 2003). Moreover, “many service
entrepreneurs refrain from explicitly organizing new service development. Rather than developing more formal structures to elicit ideas for new services, develop and select among them concurrently, service entrepreneurs regard it as an ad hoc process” (Jong and Vermeulen 2003 p 5).

Therefore, it seems to be worthwhile to look at factors influencing the innovation process in both participating service companies. The current study focuses on the telecommunication sector and proposes that innovative climate is an outcome of a positive relationship between job satisfaction and organizational work environment.

2.3.3 What is innovation in services?

This section will discuss the service concept and highlight the dimensions of service innovation as shown below.

**Nature of services**

The differences between services and physical products have been extensively discussed and covered in the literature (Jong and Vermeulen, 2003). In general services are known to be intangible, heterogeneous, simultaneously produced and consumed, and perishable (Avlonitis et al., 2001). This description about service will be considered as a definition in the study. As a result, small and incremental changes in processes and procedures are generally involved in service innovations, and innovations in services are easier to copy (Atuahene-Gima, 1996).

Brouwer, 1997 (cited in Jong and Vermeulen 2003 p 7) stated that “It does not require much R&D nor do service firms invest much in fixed assets to support innovations or spend much money on buying patents and licenses”. Understanding the nature of service products is important to this study, especially when focusing on the telecommunication sector.
**Dimensions of innovation in services**

All innovation definitions state that it comprises of the development and implementation of ‘something new’ (Jong and Vermeulen, 2003). However, King and Andreson (2002) conclude that the aim of innovation is to produce some kind of benefit such as profits or growth. “It is restricted to intentional attempts to derive benefits from change. An idea is a necessary condition for an innovation, but cannot be called an innovation in itself. Finally, innovation involves an application component, so just developing something new cannot be regarded as an innovation unless it is used” (Jong and Vermeulen, 2003 p 7).

Jong and Vermeulen (2003) stated that authors like Cook et al. (1999), Den Hertog (2000), Avlonitis et al. (2001), Gadrey et al. (1995) and Chase et al. (1998) have stressed that innovation in services can be linked to changes in a range of dimensions. “Some examples include innovation in the service concept, the client interface, the delivery system and technological options” (Jong and Vermeulen, 2003 p 8).

Changes in the characteristics of the service itself are included in the service concept, which is considered to be widely recognized (Jong and Vermeulen, 2003). New client interface can be linked to innovation in services (Jong and Vermeulen, 2003), such as by offering services that are “increasingly marketed and produced in a client-specific way (even with client-specific pricing)” (Jong and Vermeulen, 2003 p 8). Often, the characteristics and requirements of existing and potential customers encourage a service organization to make changes in the customer interface (Jong and Vermeulen, 2003). This dimension of innovation can even engage customers acting as co-producers of the service offering (Van and Elfring, 2002 cited Jong and Vermeulen, 2003).

Innovation in the delivery system refers to the internal arrangements in organizations that have to be managed to allow service employees to complete their work properly, and to develop and provide innovative (Avlonitis et al., 2001). Moreover, the capabilities, knowledge and behaviors of existing co-workers can make any important changes in the service delivery (Jong and Vermeulen, 2003).
It was argued that service innovations are often non-technological, this is still the center of many debates and analysis (Kandampully, 2002). Service innovation is achievable without technological innovation (Cooper and De Brentani, 1991 cited in Jong and Vermeulen, 2003); however, in reality, the service sector has extensive relationships between technology and innovation such as “tracking and tracing systems, enabling transport service providers to monitor the progress of their fleet and thus to manage their transport services more closely” (Jong and Vermeulen, 2003).

### 2.3.4 Past studies in Innovation

Extensive research has been done by scholars aiming at identifying factors influencing innovation. Table 2.3 below outlines some of past studies examining innovation.
Table 2.3 Past studies on innovation

<table>
<thead>
<tr>
<th>Authors</th>
<th>Topic of study</th>
<th>Participants</th>
<th>Key findings</th>
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<tbody>
<tr>
<td>Karasick (1973)</td>
<td>Examined the impact of organizational climate on job performance and satisfaction also the effects of interactions between climate and individual needs on performance and satisfaction.</td>
<td>76 managers from two organizations</td>
<td>It was found that climate was impacted by both the overall company and by subunits within the company. Climate was strongly related to subunit performance and to person job satisfaction. Limited evidence was found for climate and person needs interacting to influence performance and satisfaction.</td>
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<td>King et al.,(2007)</td>
<td>Examined the climate for innovation as a technique by which negative organizational consequences of demanding job may be lessened.</td>
<td>Sample of 22,696 respondents from 131 healthcare organizations</td>
<td>By expanding the job demands--resource model, they found that organizational climate for innovation alleviated the negative effects of work demands on company performance. Thus, this study informs climate theories and guides practitioners' efforts to support the workers.</td>
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<td>Vegt et al., (2005)</td>
<td>In their study the relationship between the demographic diversity and innovative climates of 248 organizational locations of a multinational company in 24 countries were examined.</td>
<td></td>
<td>Supporting a status characteristics perspective, multilevel analyses revealed that diversity in the more task-oriented demographic attributes of organizational tenure and functional background was negatively related to these locations' innovative climates in high-power-distance countries but positively related to the locations' innovative climate in low-power-distance countries. These interactive effects were not found for the more relations-oriented demographic characteristics of gender and age.</td>
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<tr>
<td>Authors</td>
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<td>Avgar et al., (2011)</td>
<td>Stated that Hospitals are experimenting increasingly with workplace innovations developed to enhance the quality of patient care, retain employee and alleviate financial pressure. They examined patient-centred care (PCC) and its impact on clinical and worker outcomes in the united kingdom hospitals. “Employing PCC entails a shift from an institutional and physician focus to one that emphasizes patients needs and preferences”</td>
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<td>Merx-Chermin and Nijhof Wim (2005)</td>
<td>Conducted an exploratory study at Oce’ Technologies in the Netherlands to understand the factors that influence the innovative power of organizations.</td>
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<th>Details</th>
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<td>Included 173 hospitals related to the British National Health Service also worker and patient survey data.</td>
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<td>The more use of PCC has a positive results on hospital error rates and care perceptions.</td>
</tr>
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<td></td>
<td>PCC is related with lower turnover intentions, which are positively correlated to the quality of care.</td>
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<td></td>
<td>PCC effectiveness is improved when complemented by increasing involvement at work practices.</td>
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<td>Innovation and innovative power was tested by “analysing the relationship between the construct of the learning organisation, knowledge organisation and innovative organisation” (Merx-Chermin and Nijhof Wim, 2005 p 135). “The model consists of three processes: knowledge creation, innovation and learning to learn. The factors that might influence this cycle are: added value for stakeholders, leadership, climate, structure and strategic alignment” (Merx-Chermin and Nijhof Wim, 2005 p 135). Results showed that factors explaining</td>
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variance in terms of innovation, “learning and knowledge creation were identified. If innovation is discontinuous, the innovation spiral is not valid; if innovation has a strength in critical reflection on cases from the past to mould the future, the model has some explanatory power” (Merx-Chermin and Nijhof Wim, 2005 p 135).
According to the studies mentioned above, there appears to be very few studies focusing on measuring job satisfaction and organizational working environment in an effort to create an innovative climate. The next section will discuss the foundation theories that comprised the theoretical contribution of the study.

2.4 Foundation theories

This section outlines the theories related to motivation, as the tested hypothesis in this thesis is that having motivated employees in their work environment leads to job satisfaction, and results in an innovative climate. As proposed by (Amabile and Gryskiewicz, 1989a), the componential model of creativity and innovation in firms contains three broad organizational factors, and each includes several elements. Firstly, organizational motivation to innovate, and to support innovations, should be a basic goal for the organization. Secondly, an organization’s resources refer to everything that the company provides to aid work in order to achieve innovation, such as training. Thirdly, management practices must reflect freedom or autonomy at work, provide interesting work, have a clear overall strategic goal, make provisions for challenges, and encourage team work that draws together workers with different skills.

According to Mitchell (1998 p 81), motivation refers to “Those psychological process that cause the arousal, direction and persistence of voluntary actions that are goal oriented”. Also Locke and Latham (2004 p 337) stated that motivation “refers to internal factors that impel action and external factors that can act as inducements to action”. Motivation theorists differ on where the energy is derived, and on the particular needs that a person is attempting to fulfil, but most would agree that motivation requires a desire to act, an ability to act, and having an objective.

Various theories related to motivation have been presented in the literature such as goal-setting theory (Locke and Latham, 2002), equity theory (Adams, 1965), expectancy theory (Vroom, 1964), Herzberg’s motivation-hygiene theory (Herzberg et al., 1959), and achievement motivation theory (McClelland et al., 1953). This study will focus on equity theory, Herzberg’s motivation theories, and goal-setting theory.
2.4.1 Equity theory

Equity theory recognizes that people are not only concerned with the amount of the received rewards for their efforts, but also with how this amount compares to what others obtain (Ramlall, 2004). “Based on one’s inputs, such effort, experience, education and competence, one can compare outcomes such as salary levels, increases, recognition and other factors” (Ramlall, 2004 p 55). When individuals recognize an imbalance in their outcome-input ratio in relation to others, tension occurs (Ramlall, 2004). This tension presents the basis for motivation, as employees strive for what they perceive as fairness and equity (Robbins, 1993).

Ramlall (2004 p 55) argued that “One of the prominent theories with respect to equity theory was developed through the work of J.S. Adams. According to Adams, this theory is based on the idea that individuals balance their inputs such as education, work experience and personality to their outputs (related to what a person gets from a given work situation such as pay, non-monetary benefits and training)”. Equity theory is based on three main assumptions (Carrel and Dittrich, 1978). First, theory holds that individuals build beliefs about what comprises a fair and equitable return for their contributions to their work (Ramlall, 2004). Second, the theory supposes that people compare what they perceive to be the exchange they have with their company (Ramlall, 2004). “The other assumption is that when people believe that their own treatment is not equitable, relative to the exchange they perceive others to be making, they will be motivated to take actions they deem appropriate” (Ramlall, 2004 p 55). This perception of equity is often understood in work organizations as a positive relationship between an employee’s effort on the job and the pay they receive (Ramlall, 2004). Adams, 1965 (cited in Ramlall 2004) suggested that expectations about equity or a fair relationship between inputs and outputs are learned through the process of socialization, and through comparing inputs and outcomes with others. Thus, it is important for managers to consider the way that employees value their inputs in relation to their outputs (Ramlall, 2004).

The consequences of employees perceiving they are not being treated fairly produce a range of options for the workers (Champagne and McAfee, 1989). Ramlall (2004 p 55) stated that “these options include the employees reducing their input through directly restricting their work output, attempting to increase their output by seeking salary increases or seeking a more enjoyable
assignment. Other possibilities are to decrease the outcomes of a comparison other until the ration of that person’s outcomes to inputs is relatively equal or increasing the other’s inputs”. In addition to the above, the worker could simply withdraw from the situation completely, that is, quit the job and look for employment elsewhere (Ramlall, 2004).

This theory has been identified by the researcher because of its significant contribution to the current study variables which are salary and learning environment. The current study assumes that wages and a positive learning environment impact employees’ satisfaction and contribute in creating an innovative climate.

### 2.4.2 Herzberg’s Motivation-Hygiene theory

Herzberg and his associates began their work on researching aspects that impact motivation in the mid-1950s (Ramlall, 2004). “Their effort entailed a thorough review of existing research to that date on the subject” (Herzberg, 1966 cited in Ramlall, 2004 p 56). The theory was derived through surveying 200 accountants and engineers (Ramlall, 2004). The theory and its data were first published in 1959 (Herzberg, 1966 cited in Ramlall 2004 p 56). Furthermore, the theory was developed in a later book (Herzberg, 1966 cited in Ramlall 2004 p 56). Based on the results Herzberg found that “employees tended to describe satisfying experience in terms of factors that were intrinsic to the content of the job itself” (Ramlall, 2004 p 57). These factors were described as motivators, and included variables such as recognition, achievement, the work itself, advancement, responsibilities, and growth (Ramlall, 2004). On the contrary, dissatisfying experiences are called hygiene factors and result from extrinsic, non-related factors to the job itself such as salary, company policies, employee relations, and the style of supervision (Steers, 1983 cited in Ramlall 2004).

Herzberg argued, based on these findings that the elimination of the causes of dissatisfaction would lead to a neutral state. “Satisfaction and motivation would occur only as a result of the use of motivators” (Ramlall, 2004 p 57). Therefore the implications are clear; motivation can be raised through basic modifications to the nature of workers’ jobs, through processes such as job enrichment (Steers, 1983 cited in Ramlall 2004). Consequently, employers should redesign jobs to allow for increased responsibilities, challenges, opportunities for advancement, recognition and personal growth (Ramlall, 2004).
According to Herzberg, the factors leading to job satisfaction are separate from those that contribute to job dissatisfaction (Ramlall, 2004). Therefore, managers who look to eliminate factors that generate job dissatisfaction can bring about peace, but not necessarily motivation (Ramlall, 2004). This study focuses on Herzberg’s motivation theory because it is linked to some selected factors in the study, such as support environment, job content, work hours and innovative climate. This will help in answering the research questions.

2.4.3 Goal-setting theory

The goal-setting theory concentrates on the impact of setting goals on employees’ performance. Research on this theory started in the late 1960s, and was mainly conducted in the United States of America (Locke, 1968; Latham, 1990; Pinder, 1984 cited in Francesco and Gold, 2005). Researchers found that performance increases when goals are specific rather than vague (Francesco and Gold, 2005). Setting difficult but achievable goals usually leads to higher performance rather than setting easy goals (Francesco and Gold, 2005). Moreover, feedback that comes from employees reviewing their outputs generally results in higher performance (Francesco and Gold, 2005).

For goal-setting theory to work, it’s important for people to be committed to the goals that have been set by the organization (Francesco and Gold, 2005). It doesn’t matter whether individuals participate in the assigned goal or not, as long as they are committed to the goal. However, people are more committed to goals that they are involved in (Francesco and Gold, 2005). In addition, goal-setting theory is dependent upon self-efficiency, which means that individuals believe that they have the ability to do certain task (Francesco and Gold, 2005).

The researcher found that goal-setting theory is an important theory to be addressed in the current study; because of its relation to the career development variable, especially because the theory emphasizes the fact that involving people in setting their work goals leads to motivating employees to perform better. The importance of this theory is also seen in its relation to the job content variable, especially when considering the re-engineering approach that focuses on
enhancing the task-goal structure. Figure 1 below illustrates how these theories are linked to the study.

The impact of employee perceptions of organizational work environment and job satisfaction on innovative climate

Figure 2.1 Underpinning theoretical contributions to the proposed project

2.4.4 The derived model

The exploratory model shown in figures 2.2 and 2.3 below has been based on the motivation theories mentioned in section 2.4, and on previous studies from the literature.
Figure 2.2 Overview of the study variables and relationships

Figure 2.3 Detail of the variables and relationships in stage one of the proposed project
Hence the most important previous studies have been considered as follows:

Mihajlovic et al., (2008) studied the factors influencing job satisfaction in transitional economics. The study found that there are 13 elements that influence job satisfaction which are: salary; benefits; the nature of work and pressure: career development: education and training in management style for immediate managers; safety and environmental production; performance and evaluation system; in-firm promotion channels; disciplined management; the overall working environment; department environment; support from the firm with regard to personal well-being; and family life and personal relation with colleagues. Following the findings of this study, the researcher selected the following job satisfaction sub-variables for the proposed project: job content; career development; and salary, in line with the identified gap in the literature.

Kaur et al., (2009) studied job satisfaction and work environment perception among doctors in a tertiary hospital in Delhi, and found that work hours affect job satisfaction, and about 45.6 percent of the doctors considered their salaries as bad, which decreased the job satisfaction level. This study is relied on because it investigated the effect of work hours and salaries.

Moos (1994) has developed the “Work Environment Scale” to measure the work environment in a variety of settings. This measure has been developed through several studies regarding the social climate of team work. The “Work Environment Scale” is used widely to analyze the work environment in various circumstances and places (Flarey, 1993). Thus the researcher selected this scale to develop the initial study model.

Amabile et al., (1996) assessed the work environment for creativity; they described the development and validation of a new tool called KEYS to assess the climate for creativity. The tool was designed to assess both stimulants and obstacles of creativity in organizational work environment. The researcher depended on this study in selecting the innovative climate variable.

Ekvall and Ryhammar (1999) studied the creative climate, its determinants and its effect at a Swedish university. The sample consisted of 130 teachers who were asked to answer several
questionnaires related to organizational parameters, and then they went through a creativity and personality test. The finding was that climate influences creativity and organizational outcomes. This study was relied on in choosing the innovative climate variable.

The following section will discuss how the study model variables are linked to each other in the literature, which verify the proposed model relationships.

2.4.5 The relationship between the study variables

The previous section pointed out the study sub-questions, which will be analysed through using a qualitative approach for the first three questions and a quantitative approach for questions 4 to 7. The primary objective of this section is to validate the components and relationships of the proposed model in the study, based upon previous studies in the literature. Moreover, the study hypotheses for (RQ4-7) will be linked to the related previous studies in the literature that verify it as follows:

**H1: There is a positive relationship between employee perception of organizational work environment and job satisfaction.**

Hoppock (1935) originally proposed the conception of job satisfaction in 1935. He believed that job satisfaction was comprised of what the employees felt about their working environment and what satisfies them physically and psychologically. These factors were derived from workers’ subjective reactions to their working environment. This study confirms the relationship between organizational work environment and job satisfaction which was stated in hypothesis H1

**H2: There is a positive relationship between employee perception of learning environment and job satisfaction.**
The relationship between learning environment and job satisfaction, as shown by hypothesis H2, was emphasized by Rowden (1995), who found that some companies are not aware about the nature and extent of learning in their workplaces. Businesses that have paid attention to learning, education and development have seen it pay off through increased worker job satisfaction and greater profitability (Leslie et al., 1998). In conclusion, positive workplace attributes, and investing in workers, leads to satisfied employees, which in turn generate better organizational performance.

**H3: There is a positive relationship between employee perception of support environment and job satisfaction.**

Kangas, Kee et al. (1999) indicated that support environment was one of the most important elements affecting job satisfaction. Their study verified the claim which was stated in hypothesis H3, when highlighting the important effect of support environment on job satisfaction.

**H4: There is a positive relationship between employee perceptions of job satisfaction and innovative climate.**

Abbey and Dickson (1983) studied the innovative performance among R&D unities. They examined how performance-reward dependency and flexibility are correlated to climate of innovation. They concluded that R&D is characterized by the willingness of the organization to experiment with innovative ideas and by recognition given for excellent performance such as rewards. In addition, Crespell and Hansen (2008) examined work climate and its relationship with innovativeness through developing a theoretical model. Six factors emerged to effectively point out a pro-innovation climate, which were: supervisor encouragement; team cohesion; challenge; autonomy; openness to innovation; and availability of resources. Moreover, organizational commitment and job satisfaction have proven positive and significant relationships with climate for innovation. The above mentioned studies emphasize the proposed positive relationship between an innovative climate and job satisfaction factor, which has been addressed in hypothesis H4.
H5: There is a positive relationship between employee perception of organizational work environment and innovative climate.

Work environment dimensions that are related to innovation and creativity have been identified lately in the contextual theories of organizational creativity and innovation. In the componential model of creativity and innovation in organization (Amabile, 1988), three extensive organizational factors are proposed, each one includes several elements:

1- *Organizational motivation to innovate* is a main orientation of companies toward innovation, in addition to supporting creativity and innovation across the entire company.

2- *Resources* refer to what organizations possess and provide to aid work in a targeted area for innovation, for example providing training courses.

3- *Management practices* are related to the amount of freedom and autonomy that is allowed while conducting the work, providing challenging and interesting work, having clear specification of overall strategic goals, and the creation of teams with different individual skills and perspectives.

The above mentioned study indicated that organizational work environment has a strong effect on innovation and creativity, emphasizing the positive relationship that has been addressed in Hypothesis H5.

H6: There is a positive interaction between organizational work environment and job satisfaction on innovative climate.

After reviewing the literature review on the study variables, the researcher found that the literature emphasizes and confirms the relationships between several of the proposed research model variables and highlights the importance of organizational work environment and job satisfaction in developing and creating innovative climate.

However to date, no comprehensive study considering these variables has been undertaken, especially in the telecommunication industry in Jordan. This study is worthy of investigation as it adds to the body of knowledge. Also it is a contemporary, highly debatable topic in society.
This research builds on these former studies in order to develop and come up with the final study model “the innovative climate model” as presented in chapter 7. The model was carried out through four phases.

**Phase one**, based on an extensive research through the literature review, using past studies and the motivation theories, the first version was established as mentioned previously in section 2.4.4.

**Phase two**, the second version was developed based on the gained data from the semi-structured interviews conducted at both companies, as highlighted in chapter 5. However the process of analysing the gained data is discussed in chapter 3.

**Phase three**, based on phase two, a survey questionnaire was developed and analysed as discussed in chapter 3.

**Phase four**, a triangulation technique was applied by mixing all gained data (as discussed in chapter 3), which aided in the development of the final study model as shown in chapter 7.

The final study model defining the innovative climate concept represents the theoretical contribution of the study. Also the links between the major study variables as expressed in the overarching research problem confirmed the claim in Hypotheses H6.

### 2.5 Conclusion

This chapter introduced the organizational work environment, job satisfaction and innovative climate concepts. An in-depth view for all the three study domains was highlighted. The organizational work environment domain focused on emphasizing the difference between informal and formal learning. This section also concentrated on factors impacting the successful transfer of planned training, and effective ways of evaluating such a program. Moreover, some theories that evaluate the effect and relationships of training transfer variables were discussed.

The job satisfaction domain focused on the important measures of this concept. The importance was described from the perspective that it influences both the company and its employees. Moreover, this section explained the factors that were believed to be relevant to the study, such as salary and work hours, which were described more in depth.
The innovative climate domain focused on the concept of the innovative organization and innovation in the service sector.

Therefore, the literature in these three domains has been used as the basis for the theoretical framework of this thesis. The theoretical framework was introduced in this chapter, which discussed the foundation theories and past studies that determined the initial study model components.

The upcoming chapter discusses the methodology used to answer the research questions and build the final study model.
3 Methodology
Introduction

The research methodology was grounded in a framework that supported answering the research questions. The current study examined several questions related to the organizational work environment, employee job satisfaction and innovative climate. These variables have been combined into a model based on the current literature discussed in the previous chapter. The study was applied in Jordan, focusing on the telecommunication sector.

This chapter introduces the research methods and procedures used in the data collection techniques which guided the current study. A justification of a mixed method approach is also provided, as mixed methods were used to gather the data. Semi-structured interviews and observations were applied to understand managers’ perceptions on what contributes to innovative climate in both companies. Interview questions were developed on the basis of the initial study model developed from the literature.

A survey questionnaire was administrated to test and develop the study model developed from the interview data. Also, an explanation of a comparative case study approach was introduced.

In addition, this chapter outlines how the data was analysed using qualitative and quantitative methods.

The researcher used principles of triangulation, which facilitated the discussion and reporting of findings from mixed method approach. This chapter also discusses the methodological considerations including limitations, such as the researcher’s and participants’ biases. In addition, ethical issues impacting this study are considered.

3.1 Research methods

3.1.1 Research design

Several definitions of research design have been established by different authors, such as (Kerlinger, 1999 as cited in Cooper and Schindler, 2008). However, Cooper and Schindler (2008 p 195) stated that while definitions differ in detail, together they provide the basics of research design:

- The design is an activity and time based plan.
• The design is always based on the research question.
• The design guides the selection of sources and type of information.
• The design is a framework for specifying the relationships among the study’s variables.
• The design outlines procedures for every research activity.

Accordingly the design should provide answers for the study questions such as the type of sampling, research methods, and techniques for data gathering (Cooper and Schindler, 2008).

As illustrated in figure 3.1, this study incorporated two stages to help answer the research questions and come up with final model of the study.

![Research design of this study](image)

**Figure 3.1 Research design of this study**

**Stage one**: An in-depth analysis of the literature was conducted, focusing on studies and theories related to organizational work environment, job satisfaction and innovative climate. The literature indicated that there is a lack of academic studies on Jordanian experiences of the
proposed research problem. Addressing this gap in the literature led to the development of the experimental model in this study.
This model was developed from the results of several previous studies, for example (Rowden and Jr, 2005). However, a number of theoretical and empirical studies have addressed some of the study variables, for example (Crespell and Hansen, 2008; Scott and Bruce, 1994). Hence the researcher focused on those studies which are most relevant to the topic. Several research questions were developed according to the proposed model, and these have been examined as they relate two participating companies.

**Stage two:** The methodological frame work was identified followed by the proposed model. The data collection procedure of this study consists of three phases as shown in figure 1.3.

**Phase One:** In the qualitative component of the study, interviews were conducted in the two examined companies, which drew on managers’ experiences and perceptions on factors contributing to the creation of a positive organizational work environment, job satisfaction and an innovative climate. Data from both companies were collected through field study research (interviews). Data obtained from interviews were transcribed and analysed using an interpretative approach that combined coding and thematic analysis (see appendix C for a form provided to transcribers to ensure confidentiality of data). After each interview the researcher recorded her observations of the company and the interviewee in a field diary that was later used as a memory aid. In addition, comparisons were conducted within each company and between both companies on the different managerial levels. The analysis of the interviews led to the expansion of the proposed study model.

**Phase two:** The quantitative component of the study was conducted through the administration of the survey developed specifically for this study. The survey development utilised the expanded model aiming at identifying employees’ opinions of importance of the study variables in relation to their experiences. Survey results were analysed through conducting a correlation analysis across the entire study variable according to the modified model. Regression analyses were applied to one of the companies (Company A) to answer the main research question. The reason of limiting the regression analysis to Company A was because of the restricted data provided on the organizational work environment variable by Company B. Moreover, the total
value of each research question was calculated to capture employees’ opinions on each survey question. Finally, a comparison between the data obtained from both companies was conducted.

**Phase three:** The last phase of the data collection involved applying the triangulation technique. The data gained from the interviews, surveys and the researcher’s interpretations were triangulated prior to reporting the results and answering the research questions. The most well known approach in mixing methods is the triangulation design (Creswell, Plano Clark, et al., 2003 cited in Creswell and Clark, 2011).

Prior to performing the interviews and the surveys, ethics clearance from the UWS HREC committee was gained. In addition, piloting took place for both data collection methods. The mixed method approach aided in developing the final model and assisted with answering the research questions. Mixing both datasets will provide the researcher with a better understanding of the problem than if either dataset had been employed alone (Creswell and Clark, 2011). The current study on the telecommunication sector in Jordan aims to provide an improved understanding of the effect of the organizational work environment and job satisfaction on the innovative climate on both companies.

### 3.2 Mixed method
Mixed method research is a type of research in which an investigator or team of researchers mix elements of qualitative and quantitative research approaches (e.g., data collection and analysis, inference techniques) for the intention of depth and breadth of understanding and validation (Johnson et al., 2007 cited in Creswell and Clark, 2011).

“Mixed method approach has been identified as one in which the researcher tends to base knowledge claims on pragmatic grounds. It employs strategies of inquiry that involve collecting data either simultaneously or sequentially to best understand research problems” (Creswell, 2003b p 18). Data collection includes gathering numeric and text information. In this study the data presents both qualitative and quantitative information. As stated, mixed method is a process for gathering, analysing and mixing both quantitative and qualitative data at a certain stage of the study process, to gain a better understanding of the research problem (Tashakkori and Teddlie, 2003). The rationale for integrating two kinds of data within a study is that qualitative and
quantitative approaches are not sufficient by themselves to capture details and trends of a certain situation. As stated by Tashakkori and Teddlie (1998) the use of quantitative and qualitative methods complements each other, and strengthens the study by taking the advantage of each method. Researchers have increasingly used mixed method techniques “recognizing that all methods have limitations, researchers felt that biases inherent in any single method could neutralize or cancel the biases of other methods” (Creswell, 2003b p 15).

Several terms are used for studies that apply multiple techniques of data collection. These terms include ”multi methods, mixed methods, multi-strategy, blended, convergence, integrated, combined,” (Creswell, 2003a p 16) and also hybrid (Martin, 2002 p 207). For the purpose of this study, this research will use the term mixed method.

A mixed method approach was applied separately to each company (B and A). Therefore the data were collected and analysed for each company as a single case, driving the final study model and the suggested recommendations. Adopting a mixed method approach allowed extensive understanding of many facets of both organizations. In addition, it helped in providing a better understanding of the research problem by gaining richer data.

The concept of triangulation added another reason for mixing different sorts of data (Creswell, 2003b). Triangulation techniques were employed in order to combine these diverse data sets. For example, in the current study the results of qualitative data helped to develop and inform the study model and the survey which will be discussed in more depth in the upcoming sections of this chapter. The mixed method approached followed in this study is illustrated in Figure 3.2.

![Figure 3.2 The mixed method approach adopted by this study](image-url)
3.3 Case Study
The most common use of the expression case study refers to a geographical location such as workplace or company (Bryman and Bell, 2011). “What distinguishes a case study from other research designs is the focus on a bounded situation or system, an entity with a purpose and functioning parts” (Bryman and Bell, 2011 p 60). The objective of conducting a case study approach is to systematically collect data about a single instance (MCMurray and W. Pace, 2004), an individual, or an organization (Yin, 2003). According to Robson (1993 p 146), a case study is a “strategy for doing research that involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”. It could involve single or multiple cases (Yin, 1984), and is more frequently used when employing both quantitative and qualitative research (Bryman and Bell, 2011).
As stated earlier this study adopts a mixed method approach (qualitative and quantitative techniques) applied to two companies in the telecommunication sector of Amman/Jordan. Case studies are frequently employed to discover potential convergence in qualitative and quantitative studies (MCMurray et al. 2004). A comparative case study approach will be discussed below.

3.3.1 Comparative case study approach
Bryman and Bell (2011) mentioned that case study research is not limited to the study of a single case. Multiple-case study design became increasingly popular in management and business research (Bryman and Bell, 2011). “They are extensions of the case study design” (Bryman and Bell, 2011 p 63).
Multiple-case design is related to the technique of comparative design because multiple-case studies are largely undertaken for the aim of comparing the included cases (Bryman and Bell, 2011). As cited in Bryman and Bell, (2011 p 63) they allow the researcher to:
1- Compare the findings derived from each of the cases,
2- Find out what is unique and what is common across cases, and
3- Engage in theoretical reflection on the findings.
A comparative case study approach was carried out in the current research. The comparison was between two companies in the telecommunication sector in Amman/Jordan (see appendix H for the initial contact letter sent to these companies). A comparative technique was applied to
compare the results gained from each company. Comparing both companies provided richer data, enabling the research to gain a better understanding of the findings.

3.4 Ethics clearance

According to the UWS ethics guidelines, the researcher considered the following ethical issues during the data collection process:

1. An ethics application was submitted to gain approval from the human research ethics committee (HREC). In the initial stages, there were some ethical matters including the de-identification of participants, consent to contribute in the study, storage of data, and the probability of the research causing harm to participants and non-participants. The name of the person being interviewed or surveyed, their position and any demographic variable are known to the researcher, however they have been de-identified. Participants’ names, positions and demographic variables were not made available to the involved companies.

   All gained data are stored electronically in a secured computer at the UWS. Data included completed questionnaires and interview transcripts. The researcher and her supervisors are the only ones that have the access to the data if they are required for future publications. According to (Creswell, 2003b), safety of the respondent and trust are considered as the most important ethical considerations. This makes respondents more comfortable with the study undertaken. The ethics approval notification is included in appendix B.

2. Every respondent was aware of what the research entailed and the potential benefits to be gained from it. According to (Creswell, 2003b), it is important to inform respondents (employees and managers) who will be interviewed and surveyed about the actual reason for the research, in order to eliminate the element of undesirable surprises. Moreover, sending a brief CV or background about the researcher helped to encourage the respondents to participate.

3. The researcher ensured that every respondent was aware of their right to leave the interview at any time once they have agreed to participate in the interview and signed the written form of consent.
4. The researcher agreed to send a disclosure form to interviewees if desired.

5. Each respondent was asked to validate their own transcribed interview. Transcriptions were emailed to respondents. Respondents were informed that they were expected to reply within a period of one month if they had any comment to make on their interview transcript; in the case of no reply being sent, the transcription were considered validated.

3.5 Interviews
The current study employed interviews as an initial step in the data collection. Blumberg, et al. (2008 p 378) mentioned that “Interviews are the most widely used resource for collecting information for evidence”. Furthermore, Creswell (1994) argued that face-to-face interviews lead to more accurate answers to the asked questions than other techniques such as focus groups. Thus, face-to-face interviews were set up in advance through the HR department within each company. Certain directors and managers were targeted by the HR department at Company B. This selection was based on their knowledge, experience and educational level. An email was sent by the HR department to the nominated participants describing the aim of the study and the procedures to be undertaken. After gaining approval from the participants, the company provided the researcher with a list containing their names and their contact information, allowing the researcher to organize appointments with them. The same procedure occurred at Company A, however the HR department arranged the interviews with a sample of managers and supervisors. Interviewing and talking to others requires several techniques and skills that the researcher must have in order to achieve the purpose of the research and gain the required data. It requires the researcher to possess resourcefulness, resilience and ingenuity (MCMurray et al. 2004). The researcher started with the initial face to face contact with the participants, which is called the opening. According to MCMurray et al. (2004 p 196), “an effective opening should facilitate and enhance rapport and establish the purpose of the interview.” The researcher explained the purpose of the interview clearly and precisely in order to reduce anxiety which could occur from not knowing what is happening. Moving to the body, MCMurray et al. (2004 p 196) mentioned that “the body of interview follows the interview guide or predetermined sequence of questions.”
Several interview methods have been identified, ranging from highly structured formal interviews, to unstructured personal interviews, to in-depth interviews (MCMurray et al. 2004). The next section will discuss the semi-structured interviews which were used in this study.

### 3.5.1 Semi-structured interviews

The use of semi-structured interviews means that the researcher had “some latitude in how questions are asked, and in what order, but it is still the case that all interviewees are asked the same basic questions” (Shank, 2006 p 50). Using semi-structured interviews helped the researcher to modify the order of the questions during the interview. Modifications were made based on the perception of what was most appropriate regarding the context of the conversation in the interview. The researcher had the opportunity to change wording, explain some questions and skip questions that did not seem appropriate for certain interviewees, which allowed for more effective conversation during the interview. Semi-structured interviews provide the greatest breadth of data, as “participants can provide historical information, and they allow the researcher ‘control’ over the line of questioning” (Creswell, 2003a p 186). Moreover, semi-structured interviews usually begin with rather specific questions, but permit the interviewee to follow his or her own thoughts later on (Blumberg et al., 2008). Semi-structured interviews were performed at Company B and Company A separately.

Each interview lasted between 30 and 60 minutes. However, not all interviews were conducted as initially planned. Firstly, the researcher was planning to interview the top management, but both companies replied that it was too hard to set up appointments with top management as they were too busy. In addition, both companies agreed that interviewing directors, managers and supervisors will be enough to satisfy the study purpose. Secondly, the researcher faced difficulties in setting a fixed date and time with managers as they were too busy. A feedback report was send via email to the interview participants for verification to sustain reliability and validity.

The first section of the interview questions contained 7 questions which were about what managers perceive to be the key components of a positive work environment in the company. The questions were developed with regards to the organizational facilities and employees and managers’ behaviours toward the organizational environment. The second section included 9 questions and was about measuring the satisfaction of employees, concentrating on what aspects
are provided by the company and what aspects are missing to enhance the satisfaction of the employees in both organizations. The third part focused on capabilities, organizational behaviours and efforts toward creating an innovative climate in both companies and included 6 questions (see appendix A).

All interviews were recorded on a digital tape recorder, which allowed the researcher to maintain eye contact with interviewees. According to Gillham (2000), memory helps the researcher to fully understand what was recorded on the tape. The researcher ended the interview by giving a brief overview of the interview to ensure that the information presented was correct, and to make the participant more confident about what the researcher has understood. In addition, the researcher informed the participants about the next step, which was transcribing the data and validating the interviews.

### 3.5.2 Open ended questions

According to MCMurray et al. (2004 p 101), open-ended questions “have no prior expectations in terms of what the answer should be and allow you to fully explore the field”. Open-ended questions can clear any misunderstandings, or facilitate to investigator to test the respondents knowledge limits. An additional positive aspect is that these questions can lead to unexpected answers, which can highlight undiscovered relationships or hypotheses (Cohen and Manion, 1989 p 313). In this study, as mentioned previously, data was gathered through semi-structured interviews, which were conducted at each company as a single case, examining the viewpoints of directors, managers, and supervisors on issues related to the study. Twenty two questions were asked covering topics related to organizational work environment, job satisfaction and innovative climate. Directors, managers, and supervisors were chosen to be interviewed because they have a wider perspective of the situation in the company in relation to the topic. In addition they are involved in strategic planning, and are the decision makers in the company. These questions are presented in appendix A.

### 3.5.3 Piloting

Pilot study is a “collective term used to describe any small- scale exploratory research technique that uses sampling, but does not apply rigorous standards” (Zikmund, 2006 p 108).
Before the field research commenced, a pilot study of interviews was conducted, in order to test the validity and reliability of the questions in this research through the feedback obtained. The pilot study was run with supervisors and colleagues from the university. In addition, one of the companies (B) agreed to participate in the piloting process by distributing it to employees that were not involved in the main interviewing stage. The researcher received comments on the nature of the questions that will be asked, some question lacked clarity, also some comments were received on wording and grammar. As a result, the questions were modified according to the feedback obtained. With this feedback the researcher was able to proceed with the study of both companies.

3.5.4 Population and sampling
Schatzman and Strauss (1973) suggested that after a number of observation visits to the nominated sites, the researcher will know who to sample for the purpose of the study. In their discussion of sampling individuals, they stated that people selection is based on the aim of the study. This selection is based on categories such as gender, age, status, role or function in organization (Schatzman and Strauss, 1973). Appendix E shows the information letter sent to participants in this study.

Interview selection was based on purposeful sampling. The “logic and power of purposeful sampling lies in selecting information-rich cases for study in depth. Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research, thus the term purposeful sampling” (Patton, 1990 P 169).

Glaser (1978) acknowledges that in the initial phase of a research, investigators will focus on the groups that will maximize the possibilities of gaining data relevant to their research questions. “They will also begin by talking to the most knowledgeable people to get a line on relevancies and leads to track down more data and where and how to locate oneself for a rich supply data” (Glaser, 1978 p 45). Interviews with the HR department were conducted with both companies to decide on the selection process of the interviewees. As a result, the decision was to interview directors and managers from Company B, and managers and supervisors from Company A, in order to gain richer data from the decision makers in both companies, as they are known to be highly educated and experienced people and a rich source of data that could benefit the study. In addition, they have the authority to change conditions that are related to satisfaction, work environment and innovative climate.
3.5.5 Respondent validation

Respondent validation is sometimes called member validation. It has been identified as the process whereby a researcher provides the participants with an account of the findings (Bryman and Bell, 2011). “The aim of the exercise is to seek corroboration or otherwise of the account that the researcher has arrived at” (Bryman and Bell, 2011 p 396). This technique has been particularly popular amongst qualitative researchers as it ensures that there is a good correspondence between the findings and the experience and perspectives of the participants in the study (Bryman and Bell, 2011). Appendix G shows the letter sent to participants requesting their review of the interview transcript. In this study, two interviews were conducted with a director from Company B and a supervisor from Company A, in order to validate the findings of the second study model. Both agreed that the model components were realistic, and were appropriate to be examined in relation to the telecommunication industry. However, they commented that some of the study variables are not important to the industry or should be moved to another part of the model. Suggestions are summarized as follows:

1- Flexible working hours were considered by the director as a non-important factor for producing a positive working environment or increasing employee satisfaction.

“In my opinion, flexible working hours is not important for the organization working environment. Not even for the satisfaction” (BD4).

The director went on to explain that the implantation of such systems results in unnecessary work delays because of the absence of some employees.

2- The director commented that routine doesn’t impact all types of employees.

“Am not sure if routine can create job satisfaction but routine for some people would create job dissatisfaction. So, routine depends on the person. Some people need a routine job and some people don't stand a job with a routine mode” (BD4).

Moreover, he suggested linking it to job content

“I think that routine is a part of job content” (BD4).

3- The supervisor asserted that rotation within departments is an important factor for the organizational work environment. However, it is a negative factor outside the department.

“No I don’t think that rotation outside departments is a good idea, however inside the department is important for the organizational work environment” (AS1).
4- The supervisor suggested merging management style with leadership style under the organization working structure theme

“merge the management style and leadership style together under the organizational working structure” (AS1).

The supervisor went on to comment that both are the same according to his point of view.

The interviewees emphasized that implementing the model in the company and following the recommendations provided will contribute to the company success. They suggested that after adopting these recommendations, innovative climate would improve if the company maintains a good level of job satisfaction and a positive work environment.

Some additional comments were made on rephrasing some of the model variables such as,

1- “Progression and monitoring plans” to “performance appraisal”.

“you might need to change the word progression in to performance appraisal which is monitoring people's performance” (AS1).

2- “Recruitment” to “realistic job preview”.

“In HR we call it realistic job preview. It means giving the candidate a realistic preview about the positions he is about to fill” (AS1).

3- “Head counts” to “number of employees”.

“Headcount, only HR people understand what headcount means so maybe you can change it to number of employees” (AS1).

4- “Rewards and compensation” to “acknowledgment of success”.

“Rewards and compensations, I think the right meaning is not rewards and compensations; it is appropriate acknowledgment of success” (BD4).

5- “Head count” to “equity treatment”.

“It is not about headcounts, it is about equity treatment, it is about distribution of work load, so people don’t feel that they are overwhelmed with tasks while others are not. I think this would create job satisfaction. Headcount is not a factor that would affect someone's job satisfaction” (BD4).

The director concluded that implementing an innovation system in the company will help the company to achieve the required innovation
“I think that the first thing you need is an innovation system for the company if the company seeks innovation” (BD4).

Both the director and the supervisor ended the interview by commenting that the model has covered most of the required elements

“I think that you covered all the important elements in regards to the telecommunication sector” (BD4).

3.6 Survey questionnaire

Following the analysis of the interview data, a structured questionnaire was developed to function as a quantitative instrument for the three study domains; Organizational work environment, job satisfaction and innovative climate. The development of the quantitative survey aimed to investigate the relationship between the study variables. A questionnaire survey was designed based on the research model refined from the interview results and the extensive literature review. Appendix F contains the entire survey questionnaire used in this study.

Accurate and significant data was gathered by ensuring that the survey had been carefully designed in regards to the way in which it was tested and administered. The survey questions were designed in a comprehensive manner, so that even if the respondents were not familiar with the study topic, they could participate in the study. The survey was useful to this study because of the sensitivity of the information related to the subject. In addition, respondents were not expected to reply immediately; but they were given time to think about their answers.

Ten studies were chosen that assisted building survey questionnaire for this study:

1- The source of bulling-psychological work environment and organizational climate (Vartia, 1996).
2- Construct validity of a physical or environment satisfaction questionnaire (James, 1996)
3- Team work in research and development organizations: the characteristics of successful teams (Levi and Slem, 1995).
4- Do rewards benefit the organization? The effects of reward types and perception of diverse R&D professionals (Chen et al., 1999).
6- The creative working environment scales: work environment inventory (Amabile and Gryskiewicz, 1989b).
7- The impact of workplace learning on job satisfaction in small US commercial banks by (Rowden and Jr 2005).
8- Measuring the job satisfaction of industrial salesmen (Churchill Jr et al., 1974).
9- Determinants of innovative behavior: A path model of individual innovation in the workplace (Scott and Bruce, 1994).
10- Career related antecedents and outcomes of job rotation (Campion et al., 1994).

Some of the questions were developed by the researcher regarding some sub-themes such as Process and culture. The reason was that the available literature lacked questions regarding this issue. The main reason for the selection of these instruments was that the chosen studies were theoretically relevant to the context and purpose of the research. Such relevance enabled the researcher to answer research questions examined in the thesis. Two steps were taken to develop with the final survey.

Firstly, a table was created that contained the name of the author, nominated survey questions, the question number (located in the original survey), the relevant research question, relevant theme and relevant variables (which consisted of the study sub-themes and sub-themes components). This table enabled the researcher to relate each survey question to each theme, sub-theme and sub-theme components in the study. Table 3.1 below provides a portion of this comparison table. See appendix D for the full table.

<table>
<thead>
<tr>
<th>Author</th>
<th>Question</th>
<th>Survey Q/N</th>
<th>Theme</th>
<th>Research Question</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scot</td>
<td>Personnel shortages inhibit innovation within the company.</td>
<td>52</td>
<td>Job Satisfaction</td>
<td>RQ2</td>
<td>head counts</td>
</tr>
<tr>
<td>Spector</td>
<td>People are promoted as fast here as they do in other companies.</td>
<td>19</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>progression and monitoring plans</td>
</tr>
<tr>
<td>Levi</td>
<td>My team's work is</td>
<td>20</td>
<td>Organizational Work</td>
<td>RQ1</td>
<td>progression and</td>
</tr>
</tbody>
</table>
Secondly, study variables were sorted alphabetically allowing the researcher to observe duplicates. The questionnaire consisted of two sections,

- **Section one** covered the demographic information: it contained questions about gender, age, educational level experiences and salary
- **Section two** was categorized into three parts according to the study themes. Questions were placed under related themes, sub-themes and sub-themes components.

### 3.6.1 Likert scale

Likert scales are considered to be the most frequently used variation of the summated rating scale (Blumberg et al., 2008). They consist of statements that state either a favorable or unfavorable attitude to the objective of interest (Blumberg et al., 2008).

Likert scales have many advantages that explain their popularity (Cooper and Schindler, 2008). They are quick and easy to build, and “Likert scales are probably more reliable and provide greater volume of data than many other scales” (Cooper and Schindler, 2008 p 310). They produce interval data, and the literature recommends applying likert scales with 7 or 9 levels to allow for greater variance in respondents’ opinions (Cooper and Schindler, 2008). Accordingly, the survey questionnaire measured all 72 questions on scales of: 1 = Strongly disagree, 2 = Disagree, 3 = Somewhat disagree, 4 = Neutral, 5 = Somewhat agree, 6 = Agree, and 7 = Strongly agree.
3.6.2 Pilot
The data gathering stage of the research process normally begins with pilot testing (Blumberg et al., 2008). “Piloting is conducted to detect weaknesses in design and instrumentation and to provide proxy data for selection of a probability sample. Therefore, draw subjects from the target population and simulate the procedures and protocols that have been designated for data collection” (Cooper 2006 p76). The aim of conducting a pilot study in this research is to pre-test the survey questionnaire designed through the procedure described above.

The survey questionnaire was distributed to colleagues at the university and non-participating employees from the two examined organization. Valuable feedback was obtained from these completed surveys, with comments regarding content, and wording. According to Cooper and Schindler (2008), people feel frustrated when they misunderstand a question that has been painstakingly written. “The difficulty of understanding long and complex sentences or involved phraseology aggravates the problem further” (Cooper and Schindler, 2008 p337). Therefore the researcher was careful about comments regarding wording and grammar. The majority of comments indicated that participants were comfortable with the length of the survey. Participants were told that they were participating in a pilot study, and also that the information provided by them would not be included in the research analysis, but rather assist to inform the final version of the survey.

3.6.3 Distribution protocol
After finalizing the survey the researcher had to take several steps to start the appropriate data collection approach:

1- Both companies were initially phoned, and then visited. The researcher had to conduct a meeting with the selected companies to agree on the suitable procedure of distributing the survey for each one.

2- The survey was distributed in both companies, in two different ways, according to the company requirements. During the questionnaire distribution any additional observations of the company procedures were added to the researcher’s field diary.

3- At Company B, the HR department agreed with the researcher that the distribution of the survey should be an Internet based survey. This technique involves computer-delivered
surveys, which are electronically completed by the study participants (Cooper and Schindler, 2008). The company allowed the researcher to distribute the survey via the intranet and keep it for one month on the company web site. Accordingly the researcher received 200 responses.

4- At Company A, the HR director emphasized that the researcher should personally survey each employee, justifying that this procedure would lead to much more accurate results. An email was sent by the HR department to all departments asking the employees to participate in the study. However, the researcher only received responses from the sales, marketing, finance, and engineering departments. The researcher received around 102 responses. The HR department took the responsibility of arranging appointments with these employees. “A personal interview (i.e. face-to-face communication) is a two-way conversation initiated by an interviewer to obtain information from a participant” (Cooper and Schindler, 2008 P 281).

5- The questionnaire was distributed in English. Figure 3.3 provides a summary of the distribution protocol at both companies.

![Diagram of Survey Distribution Protocol]

*Figure 3.3 Survey distribution protocol*
3.6.4 Population and sampling

The sample obtained from both companies was achieved using convenience sampling of those who agreed to participate in the current study. The procedure of obtaining the sample was discussed in the previous section. According to Cooper and Schindler (2006), convenience sampling is known to be unrestricted. The researchers are free to choose whomever they find (Cooper and Schindler, 2006).

The following section presents the data analysis techniques of the comparative case study.

3.7 Data analysis techniques

Existing research in service sector suggests that innovation management can be grouped into two main methodologies: qualitative research (Johne, 1993) or quantitative research (Drew, 1995). “Qualitative research, by generating richer and more elaborate information about the phenomenon under investigation, can be used to overcome the limitation of quantitative research and vice-versa” (Oke, 2007 p 571). The current study combines both methods to gain richer data that helps to answer the research questions and develop the final model.

The analysis procedure for this study was conducted over the following three phases:

Phase 1. Qualitative techniques were applied in the form of semi-structured interviews across different managerial levels. Interview questions were designed through extensive literature research (secondary data). Certain techniques were applied to analyse the data obtained from the interviews (see section 3.7.1). These techniques was undertaken to clarify key components that contribute to the positive organizational work environment, job satisfaction and innovative climate. The results gained aided in modifying the established model (model two). On the basis of the modified model the survey questionnaire was developed.

Phase 2. The quantitative approach was applied through the administration of a survey for the two companies. Several tests were done to analyse the gathered data, which is described further in section 3.7.2.
**Phase 3**, triangulation took place by combining the result of the qualitative and quantitative methods and observations made by the researcher during the data collection in phase one and two. These observations were recorded in a field diary. This triangulation aided in the development of the final study model.

The main research question of the study was “*what is the impact of employee perceptions of organizational work environment and job satisfaction on the innovative climate within the organization?*” Nine sub-questions emerged to answer the main research question. RQ1 to RQ3 were answered through the qualitative data analysis, and RQ4 to RQ7 were answered through analysing the survey results. Figure 3.4 summarizes the previous discussion.

![Data analysis process](image)

**Figure 3.4 Diagram of the data analysis process**

Organizational work environment, job satisfaction and innovative climate were identified as key themes for this study. The upcoming section explains in detail the procedure undertaken to analyse the qualitative data collected.
3.7.1 Qualitative data analysis

Qualitative data usually appears in the form of words rather than numbers, and it has always been considered to be a source of “well grounded, rich description and explanation of processes in identifiable local contests” (Miles and Huberman, 1994a P 3). A qualitative approach was conducted across both companies, in order to locate key components that create a positive organizational work environment, create job satisfaction, and contribute to the creation of innovative climate from the managers’ perspectives.

This section describes the qualitative data analysis that was undertaken for the current study. The data collection was conducted and managed in order to facilitate the starting stage of the analysis, which is described in the following paragraphs. This section goes on to explain how the interpretative procedure was applied to analyse the data. In addition, figure 3.5 provides a summary of the steps taken to analyse the qualitative data.
Figure 3.5 Steps undertaken in the qualitative data analysis phase

**Data management**

At an early stage in the data analysis, the data was organized electronically. The researcher transcribed 21 interviews as the first step of the analysis procedure. According to Patton, (2002) transcribing provides another point of shifting between data collection and data analysis as part of managing and preparing data. Also several copies of the transcribed data were saved in secure places so they could not be lost or destroyed. “It’s prudent to make a back up of your data, putting one master copy away someplace secure for safe keeping” (Patton, 2002 p 441).
**Interpretative procedure**


The transcriptions were reviewed several times, with short ideas or key concepts being summarized in order to make sense of the gained data. This interpretative procedure contributed to both the development of codes and the development of themes, sub-themes and sub-theme components, which will be discussed below.

**Coding**

Data reduction is a method of analysis that focuses, sharpens, and sorts out data in a way that works towards one final conclusion being verified (Miles and Huberman, 1994a). The data reduction procedure helped in organizing, categorizing and constructing ideas around the data. Reading through the interviews has helped the researcher to reflect on the meaning of each sentence and paragraph assigned to each code. “Coding can be thought about as a way of relating our data to our ideas about these data” (Coffey and Atkinson cited in Boyatzis, 1998 p 5). Data reduction is part of the analysis, not something separated. The investigator decides “which data chunks to code and which to pull out, which patterns best summarize a number of chunks, which evolving story to tell” (Miles and Huberman, 1994a p 11)...

The process of reducing the data has been done at three distinct parts, considering the different managerial levels in each company:

*Part one* focused on the organizational work environment interview questions,

*Part two* focused on the job satisfaction interview questions, and

*Part three* focused on the innovative climate interview questions.

For each stage participants’ answers were organized in a way that helped reduce and summarize the amount of data obtained through the semi-structured interviews. Data organization was done through constructing a table for each interviewee. The table contained the following information:
• Interviewee code: for each interviewee a code was assigned that reflected the interviewee's company name, designation and a number to differentiate between them. For example, a director from Company B was given the code BD1.

• Codes: these are words that summarize and reflect the interviewee perceptions about the questions asked during the interview.

• Quotes: in relevance to the assigned codes, interviewee perceptions that were deemed to be particularly relevant were quoted.

For each key theme, the table provided a summary of the participants answers. This summary was the initial stage for identifying the important components related to the organizational work environment, job satisfaction and innovative climate. The structure of the table assisted in performing the thematic analysis for the study. Table 3.2 below illustrates this procedure.

Table 3.2 Example of an analysis summary table

<table>
<thead>
<tr>
<th>Key Theme: Organizational work environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>director Code</td>
</tr>
<tr>
<td>----------------</td>
</tr>
<tr>
<td>BD8</td>
</tr>
</tbody>
</table>

**Thematic analysis**

Thematic analysis can be considered as a technique of seeing. What one observes does not necessarily appear the same to others, even if they are examining the same information, situations or events (Boyatzis, 1998). It is a method for recognizing, analysing and reporting patterns (themes) in the data (Braum and Clarke, 2006). “It minimally organizes and describes your data set in (rich) detail “(Braum and Clarke, 2006 p 79). Yet it goes further than this, and interprets different aspects of the study topic (Boyatzis, 1998). Boyatzis (1998) explained that a theme is a pattern found within information that at minimum explains and arranges the possible observations, and at maximum interprets features of the phenomena.

Thematic analysis enables the researcher to use a wide range of types of information in a systematic way that increases the accuracy in understanding and interpreting observations about
events, situations, people and firms (Boyatzis, 1998). Moreover, it is a process used with most if not all qualitative methods, as it facilitates the translation of qualitative information into quantitative data. The first step taken toward conducting the thematic analysis was the coding stage, as discussed above. Across the dataset, a long list of different codes emerged. The researcher sorted different codes into potential themes, a process which started by analysing codes and thinking about how different codes may combine to shape an overarching theme. The current study followed a certain procedure to help sort the different codes into themes. Firstly, as explained previously, each code has been briefly described according to the different interviewee perspectives. This helped the researcher to remember and understand how each manager explained the meaning of the created code. Secondly, these codes were grouped under the identified key theme. Moreover, these codes were considered as the main components of that key theme. For example, under the key theme job satisfaction, several codes from each interview emerged. Figure 3.6 below illustrates an example of this process.

**Key theme: Job satisfaction**

**Codes:**
- Autonomy
- Job design
- Salary and position
- Rewards and compensation
- Physical work environment
- Title “Culture”
- Appraisal
- Benefits
- Fairness
- Progression and monitoring plans

**Figure 3.6 Components of the key theme of job satisfaction**

Thirdly, in accordance with the previous two steps, the researcher was able to merge these codes and segregate them in to themes, sub-themes and sub-theme components under each related key theme. According to this study, a theme was identified as a main component of a key theme, while a sub-theme was identified as a main component of a theme, and a sub-theme component was identified as a part of a sub-theme. For example the organizational work environment was indicated as a key theme. One of the identified themes in relation to the organizational work
environment was the support environment. The support environment incorporated psychological work environment as a sub-theme. The psychological work environment incorporated encouragement and communication as sub-theme components. The literature review helped in identifying what components are considered as themes, sub-themes, and subthemes components.

**Comparison process**
The management hierarchy of the research participants was not at the same level in each company. For instance, at Company B the research participants had the roles of directors and managers. In comparison, the research participants at Company A had the roles of managers and supervisors. The position of directors at Company B was a higher managerial level than the managers in Company A. However, in both organizations managers were at the same managerial level. Consequently, interviewees in each company were grouped into two groups according to the managerial levels. The comparison between respondent perceptions within each company was conducted through two steps:

**Step one:** conducting a within-group comparison by comparing participants perceptions at the same managerial level. For example, looking for similarities and differences between directors’ perceptions toward components considered to be important to creating job satisfaction.

**Step two:** conducting a between-group comparison at each company. For example, the data obtained through the interviews were compared between directors and managers.

However the comparison between companies was conducted only at the same managerial level, in order to find commonalities and differences between both companies in regards to participant views and experiences about key components of organizational work environment, job satisfaction and the innovative climate.

The previously mentioned comparisons enabled the researcher to identify the important components in the model. Moreover, these comparisons helped to classify the new emerging components into themes, sub-themes and sub-themes components, along with the support of the literature review. Furthermore, the comparisons assisted with the development of the survey, helped answer the main research question “what is the impact of organizational work environment and job satisfaction on the innovative climate”, and helped answer the research sub-questions RQ1 to RQ3. Figure 3.7 and Table 3.3 below summarize the above discussion.
**Figure 3.7 Diagram of the comparisons conducted**

**Table 3.3 Summary of the qualitative data analysis procedure**

| Phase one: 1- Interpretative approach: identifying codes and themes for all interviews |
|---|---|---|---|
| Company | Managerial level | Type of comparison | Aim |
| Company B | Director | 9 | Within group | develop themes to refine model and build the survey |
| | Manager | 2 | Within different group | |
| Company A | Manager | 7 | Within group | develop themes to refine model and build the survey |
| supervisor | 3 | Within different groups | |
The following section will focus on the quantitative analysis techniques employed in the study.

### 3.7.2 Quantitative data analysis techniques

This section provides an overview about the techniques used to analyse the survey. The following paragraphs describe the way the data was entered and organized, as well as discussing the statistical analysis used for the survey responses, which included frequency distribution, correlation and regression analysis. All statistical analysis was carried out using Excel statistical software and its included routines.

**Data entry and formatting**

All the data were entered and arranged into an electronic spreadsheet. This spreadsheet contained one sheet for each company. For each respondent, data were recorded for demographics such as age, gender, experience, salary and educational level (see appendix F for survey design). Furthermore, data were entered according to questions asked in relation to key themes, themes, subthemes and components of sub themes.

There were some missing responses in the survey, particularly as one company (B) decided not to answer the questions for the key theme of “organizational work environment”, as the company found the questionnaire to be too time consuming. Due to such missing data, in some cases it was not possible to run a comparison of frequency distribution and correlation between the two companies, moreover to conduct regression analysis to the main research question. Where the data was available cross company comparisons were performed.
**Frequency distribution**

Frequency distribution was run on the survey data to determine a trend for each of the questions in the survey. For example, the theme of rewards and compensations had the question: “I feel satisfied with my opportunities for salary increases” (Question 46).

The distribution of responses on this question was as follows: strongly disagree - 16; disagree - 27; somewhat disagree - 25; neutral - 12; somewhat agree - 18; agree - 4; and strongly agree - 0. Analysing this distribution, it was concluded that most of the respondents’ answers were somewhat negative regarding the opportunities of salary increases in the company. The following figure pictures the frequency distribution for questions 39 to 51, for the theme of rewards and compensations.

![Figure 6-17: Rewards and Compensations](image)

**Figure 3.8 Frequency distribution of the theme of rewards and compensations**

Following this, the distribution of each question was compared between the two companies using a t-test for response mean. In all cases where a difference is reported this is a difference with statistical significance of greater than 0.05. For instance, a comparative view in the distribution of the theme of reward and compensation revealed points of difference and similarity between
the two companies. In the case of Company B, the majority of the respondents were satisfied with: their chance of promotion; regular promotions and fairness; salary increases; benefits; achievement recognition; and non-cash rewards. Whereas in Company A, the majority of the respondents were unsatisfied with: the promotion system; chance of promotion; payments; salary increases, annual bonuses; and unavailable stock rewards. Therefore, the frequency distribution analysis was important to learn about the similarities and differences of employee perceptions between the two companies.

Correlation

As explained by Zikmund et al., (2010 p 559) a “correlation coefficient is a statistical measure of covariation, or association between two variables.” In this study, Pearson correlations between two variables were calculated on the basis of mean values. The correlations can be assessed as very low, low, moderate and high, in cases where the value of the coefficient correlation ($r^s$) is below 0.3, between 0.4 to 0.6, between 0.6 to 0.8 and above 0.8 respectively (Zikmund et al., 2010). For the purpose of these comparisons Pearson’s correlation coefficient were calculated using the “Correl” function in Excel. The technique of using Pearson correlations was conducted to fulfil two purposes. Firstly to understand how themes within one key theme are impacting the overall concept of that key theme, and secondly to analyse the association between the key themes. The following section will elaborate the steps taken in correlation analysis according to these two purposes.

For the first purpose, that is how the themes within one key theme are impacting that key theme, multiple sets of correlations were run for job satisfaction and organizational work environment. The innovative climate was not subjected to this analysis, as it only had individual questions rather than themes. The correlations for the job satisfaction are: Job satisfaction and teamwork; job satisfaction and rewards and compensations; job satisfaction and management style; job satisfaction and job design; job satisfaction and person fit; and job satisfaction and culture. Furthermore, correlations were run between the themes within job satisfaction such as between team work and rewards and compensations. The same type of correlations were also run for the organizational work environment.
For the second purpose, that is to assess the association between the key themes, correlations were run by taking the key themes in pairs, that is: between job satisfaction and innovative climate; between innovative climate and organizational work environment; and organizational work environment and job satisfaction. In order to analyse the association between job satisfaction and innovative climate, two correlations were run on the survey data. The first correlation is between innovative climate and job satisfaction, and the second one is between innovative climate and components of job satisfaction. The same types of correlations were also run to investigate the association between innovative climate and organizational work environment.

The remaining correlations for the second purpose looked into the association between organizational work environment and job satisfaction. Three sets of correlations were needed to make this comparison. The first set was between organizational work environment and job satisfaction. The second set had two correlations: components of organizational work environment and job satisfaction, and components of job satisfaction and organizational work environment. The third set compared the components of the key themes, that is, the components of job satisfaction and the components of organizational work environment. On completion of the correlations discussed above, the results were compared between the two companies.

**Regression analysis**

According to Zikmund et al., (2010 p 564) “ regression analysis is another technique for measuring the linear association between a dependent and an independent variable”. The current study applied the regression analysis technique to analyse the relationship between the three study variables (organizational work environment, job satisfaction and innovative climate). This was done to further develop an answer the main research question “What is the impact of employee perceptions of organizational work environment and job satisfaction on the innovative climate within the organization?” Regression analysis utilizing the Excel “Regress” function. The relative strength of these regression equations was evaluated using $r^2$, F and β value as reported in chapter 6. The researcher was only able to test whether a relationship exists in one
company, as the data from the other company was limited and didn’t include the organizational work environment section in the survey questionnaire.

3.8 Methodological considerations

3.8.1 Limitations of the methodology

The following limitations apply to the study:

1. The difficulty of generalizing the findings of the current study to the service sector. However, in place of this generalization, the study tries to find empirical evidence that will motivate academic researchers and students to conduct further investigation.

2. Limited concentration of this research. This research concentrates on the selected companies, and does not investigate the proposed study model on the entire service sector level.

3. The sample that was chosen for the survey does not represent the whole population of both companies that the researcher will investigate.

4. Limited responses in the dataset of Company B.

3.8.2 Researcher bias

Researcher bias is an important concern in the current study, since the researcher is the major measurement device in qualitative investigations such as interviews (Miles and Huberman, 1994b). The researcher knows that her bias might impact the research outcome and process. Several techniques were followed in this study to minimise the effect of researcher bias as follows:

1- The practice of transcript validation was conducted to minimize researcher bias. The twenty one respondents returning the transcript confirmation reduces the effect of researcher bias, and adds credibility to the data in the current study.
2- Reflexivity: “researchers can use the process of reflexivity as a tool to assist them with studying across differences” (Hesse-Biber and Leavy, 2011 p 120). It is defined as “the process through which researchers recognize, examine and understand how their own social background and assumptions can intervene in the research process” (Hesse-Biber and Leavy, 2011 p 120).

3- Also the researcher knew that beliefs, personal feelings, and expectations might lead to bias having an effect on the findings. The researcher entered the company with preconceived ideas about both companies through personal reading on the Internet sites of both companies. Moreover, the researcher meetings with the HR department in both companies gave a general idea about the environment in both companies. Therefore the researcher examined her own biases throughout the analysis of the semi-structured interviews by reflecting upon what she learned about both companies. Also, discussing the results with supervisors and some colleagues who work in the industry helped to minimise the effect of this bias.

4- Comparing and triangulating results have helped the researcher to think about how much she has influenced the research data.

However, the researcher was also aware that her relative inexperience in working in such companies allowed her to take a fresh approach to the analysis the data collected in this study.

### 3.8.3 Responses bias

It is important to distinguish between a number of generic and synonymous expressions used in this area (Adrian, 1986). Firstly, response bias can be used as a generic expression for a whole range of responses to interview questions which bias a certain type of response from the correct, honest, accurate answer (Adrian, 1986). “They include the socially desirable or faking-good response as well as its opposite faking bad (or mad), acquiescence or yea-saying (the tendency to agree irrespective of the question) or its opposite or nay-saying, extremity response set (always choosing extreme opposites) or it’s opposite mid-point response set” (Adrian, 1986 p 385). The researcher took steps to counter response bias during the data collection stage. As mentioned
previously, the researcher presented a mixed method approach for data collection, which included interviews and a survey questionnaire. Participants were briefed that the major aim of the study was to capture their opinion of their organizational work environment, their satisfaction, and the factors that impact the innovative climate in the company. In addition, the researcher emphasized that information obtained from all participants would remain confidential.

3.9 Conclusion

In conclusion, the methodology applied to this thesis adopted a mixed methods approach. This protocol allowed the gathering of data from different sources. The procedure of conducting the semi-structured interviews was explained in detail, such as the sampling approach and the interview process. Moreover, qualitative data analysis techniques were discussed to convey how the interview questions were analysed.

The development of the survey questionnaire was based on the results gained from the interview. Correlation and regression analysis was adopted for the analysis of the survey, and observation took place in both qualitative and quantitative stages allowing the researcher to gain better insights about the situation at each company. A comparative approach was applied between both company cases during all data analysis procedures. Also, the triangulation method was applied to aid in answering the research questions. In addition, this chapter discussed the limitations of the research methodology used. The next chapter provides an overview of the two company cases.
4 Introduction to the Cases
**Introduction**

This chapter provides information about the country where the research was conducted (Jordan). Also it introduces the two examined companies, summarizing some information considered to be important to this study such as the company history. Moreover it presents a background of the telecommunication industry in Jordan.

All citation of the information provided by the company website is hereafter referred to as (Company A website) or (Company B website) to maintain the confidentiality of the company’s identities. Also some information had to remain undisclosed, and some other company names were changed to maintain confidentiality.

### 4.1 About Jordan

The Hashemite Kingdom of Jordan is officially an Arab country and it is a constitutional monarchy established on January 8, 1952 (Bureau detacol si tI ) 1102 ,sriaffA nretsae raEN fo "abaqA fo flUG eht ot nwod treseD nairyS eht fo trap rehtuos eht gninnaps aisA tsewhtuos“ ni dna ,2mk 143,98 serusaem yrtnuoc ehT .nammA si yrtnuoc eht fo ytic latipac ehT )2102 ,ediuG( ylniam era snainadroJ ,)1102 ,sriaffA( noillim 15.6 eb ot 1102 ni detamitse saw noitalup sti ,sriaffA(” ,sdrUK dna ,snainemra ,snaissacrC fo seitinummoc llams wef a“ gnidulcxe ,sbarA eht yb nekops dna dootsrednu ylediw si hsilgnE tub ,cibarA si egaugnal laiciffo ehT .)1102 s’modgnik eht ot gnivoM ,)1102 ,sriaffA( tnemnrevog dna ecremmoc ni desu si dna ,ytinummoc larutlucirga detimil sa hcu secruoser larutan detimil ylbatoN htiw yrtnuoc llams a si ti ,ymonoce seirtnuoc roop-retaw tsom ruof eht ni deknar saw tI .egatrohs retaw a morf sreffus osla dna ,dnan ,)1102 ,sriaffA( dlrow eht ni

Currently the kingdom is investigating ways to expand its limited water resources, and also utilize its existing water supply more efficiently, “including through regional cooperation” (Affairs, 2011). A new energy strategy has been developed by the government in 2007 aiming at developing more indigenous and renewable energy resources, “including oil shale, nuclear energy, wind, and solar power” (Affairs, 2011).

Under King Abdullah, Jordan has adopted a new program of economic reform. Jordan has been very dynamic in restructuring its economy. The country has been ranked as one of the best economic reformers in contrast to other middle income-countries (Vegt et al., 2005). Structural
improvements have been particularly instrumental in liberalizing private investments; the trade regime has been opened, implementing modern regulations and institutions for developing the private sector (Absolute portfolio management). Moreover, the business environment in both the public and private sector has been improved (Absolute portfolio management).

The government followed a new program for the “phased elimination of fuel subsidies”, “passed legislation targeting corruption” and started the tax reform (Affairs, 2011). In addition, the Jordanian government has worked to liberalize trade by becoming a member of the World Trade Organization (WTO) in 2000, by signing an association agreement with the European Union (EU) in 2001 (Background Notes on Countries of the World: Jordan, 2008), and by signing the first bilateral free trade agreement (FTA) between the United States of America and an Arab country (Jordan) in 2001. The FTA helps to provide an open marketplace for communication, finance, construction, health and services (The Jordan-U.S. free trade agreement). Also for the protection of intellectual property, the government imposed strict application of international standards (Affairs, 2011).

The World Bank has classified Jordan as a "lower middle income country". As cited in Bureau %31“ .scitsitatS fo tnemtrapeD s’nadroJ ot gnidroccA .) 1102( ,sriaffA nretsAE raeN fo ,7002 ni deyolpmenu saw nadroJ ni gnidiser noitalupop nainadroJ evitca yllacimonoce eht fo .”etar tnemylpmenu %03 a etic setamitse laiciffonu hguohtla

Compared to other countries with similar incomes, literacy, education, and social well-being measures are relatively high in Jordan. However the population growth rate in recent years has declined (Affairs, 2011).

Jordan recognized that gaining future growth and economic recovery depends on encouraging the more proactive tasks of the private sector and focusing on the redefined role of the government in the economy (Awamleh, 2002).

Privatization was declared in Jordan as a new government policy in 1985 (Awamleh, 2002). In spite of this declaration, no practical steps to implement privatization were taken in Jordan until 1992. From this date it can be said that the Jordanian economy became generally private-sector oriented (Awamleh, 2002). Before the privatization program began the public sector’s share in the gross domestic products (GDP) was only 14%, excluding public service procedures. Hence after implementing the privatization program, the private sector’s share in the GDP in 1992 was concentrated in constructions (100%), financial, business, and community services (95%), and
manufacturing (94%) (Awamleh, 2002). Later the significant contribution of the privatization was found in the mining sector (phosphates, potash), and in the public utilities sectors such as communications, water, transportation and electricity (Awamleh, 2002). In 1930, Britain’s Cable and Wireless Company supported the Jordanian Department of Post and Telegraph in developing telecommunication services and international links (Abu-samaha and I., 2007). Hence the telecommunications corporation (TCC) was recognized as a government controlled entity in 1971, which had a number of responsibilities for a wide range of telecom services including telephone, telegraph, and telex. As a first step toward privatization in 1997, TCC was transformed into a government-owned company, which operated on a commercial basis. Later, the company was renamed as Jordan Telecommunications Company (JTC) (Abu-samaha and I., 2007). Finally, in 2000 France Telecom and the Arab Bank owned 40% of the company (Abu-samaha and I., 2007).

This study will focus on the statement that innovative climate is an outcome of satisfied employees and effective work environment, which will be studied in the Jordanian context at Company B, which was an initially a state-owned enterprise and was later privatised, and Company A which was established as a fully private company.

4.1.1 Telecommunication sector
Jordan’s telecommunication sector has proven to be one of the most dynamic and booming sectors in the Jordanian market (Consulting, 2005). Remarkable developments have been achieved on more than one front, “including the regulatory and legislative domains, infrastructure, new services and improving the quality of existing service at more reasonable prices” (Consulting, 2005 p 3). The government has identified information and communication technology (ICT) as a main potential growth area for the country economy, and a main component of infrastructure (Consulting, 2005). His Majesty King Abdullah II has strongly promised to clear away any possible problems that might decrease the development and progress of the telecommunication sector. The REACH initiative has been identified as one of the most important initiatives for the ICT sector. “This initiative embodies His Majesty’s vision on a developed Jordan, an educated people and connected schools” (Consulting, 2005 p 5). It focused on securing 30,000 work opportunities in the ICT sector, increasing the annual exports size to US$550 million, raising the foreign investment to US$150 million, providing high quality ICT
services, developing ways and principles of teaching at universities and schools, and “promoting inter-sector and service competitiveness” (Consulting, 2005).

King Abdullah II stressed that significant achievement in Jordan against a backdrop of sharp international economic and political challenges has been achieved by the ICT sector (Alshami, 2010).

Before 1995, the regulatory body of the telecom sector was the TCC (Consulting, 2005). Under the supervision of the Ministry of Post and Telecommunication, telecommunication services were handled and managed (Consulting, 2005). A new telecom law was issued in 1995, which launched the Telecommunications regulatory commission (TRC), stating that “the TRC should be financially and managerially independent to regulate the sector and to implement the government general policy” (Consulting, 2005 p 5).

Jordan joined the WTO at the end of 1999, which made the government revise its laws, especially those that are related to intellectual property rights and trade services, in accordance with WTO standards (Consulting, 2005). Therefore, the telecom law was adjusted in 2002 (Consulting, 2005). This law stressed the independence of the TRC by restructuring its board of directors (Consulting, 2005). “In place of a board of directors headed by the minister of post and Telecom, abroad of five full-time commissioners to lead TRC” (Consulting, 2005 p 5-6). The same law transformed the Ministry of Post and Telecommunication into the Ministry of Telecommunications and Information Technology (Consulting, 2005).

The telecom sector is rapidly developing into the most dynamic and competitive market in the Arab world (Organization and Technology, 2005). Also Competition in the mobile market is strong, resulting in much cheaper prices (Organization and Technology, 2005). The market is the most liberalized in the region, and achieved full liberalization at the end of 2004, with the ending of the fixed line monopoly (Organization and Technology, 2005). Mobile penetration (people who have one or more mobile subscriptions) is around 85% among adults 15 years and above (Interactive, 2009).

In conclusion, the dynamic and growing ICT environment in Jordan presents attractive opportunities for the researcher to apply the study to both selected companies.
4.2 Company A

On August 9th 2004 Company A was granted a license to launch and operate a third public digital cellular mobile network in the GSM 1800 spectrum by the Telecommunications Regulatory Commission (Global investment house KSCC, 2008). The company was chosen because it satisfied the licensing conditions stipulated by the Telecommunications Regulatory Commission in Jordan. This achievement has enabled the company to operate, manage and own a public digital cellular mobile network.

In June 2006, an Arab company has agreed to buy a 96% stake in Jordan’s mobile operator (Company A) for US$415mn. The Underprivileged Student Support Fund in Jordan’s universities will retain the remaining 4% equity in the company (Global investment house KSCC, 2008).

The company launched its service in June 2005, however its license expires in 2019. It covers 99% of the population “including all highways connecting the Central, Southern and Northern regions, and other key routes to the borders” (Global investment house KSCC, 2008).

The main focus of the company is to increase its competitive advantage and to provide high quality services that are innovative and focuses on customer satisfaction (Company A website). Thereby the strategy was to provide them with cutting-edge and innovative technology. All core network elements are 3G ready also it is based on high capacity Soft switch technology (Company A website). 3G networks will enable Company A to provide extensively increased range capacity; therefore customer base and the volume of service product functionality will increases (Company A website).

The company is currently employing around 500 employees all located in Amman (Company A website). As mentioned previously, Company A’s market share in 2009 reached approximately 27%. Therefore in mid 2010, at the 5th anniversary of Company A, the subscribers of the company exceeded 1.8 million (Company A website). Company A succeeded in winning customers in Jordan, and proved its strong development and growth capabilities (Company A website).
The company has proven to be the first in the development of services to meet the dynamic needs of its clients in the market (Company A website). A range of new and existing services and features that have been offered by the intelligent network and the Value Added Services (VAS) Platform has distinguished Company A subscribers (Company A website). In addition to its transcendent voice service, Company A “offers high bandwidth for all data applications through the SMS gateway and nationwide coverage of GPRS/EDGE” (Company A website).

The Global System for Mobile Communications (GSM) is the most popular standard for mobile telephony systems in the world (Wikipedia the free encyclopedia, 2012). As a GSM provider, Company A was the first and only telecommunication provider in the Kingdom that placed precedence on a regional level, as it adopted a per-second billing plan for both prepaid and postpaid subscriptions, allowing Company A's customers to pay the exact amount for the air time used to the closest second (Company A website).

Moreover, the company was the first operator in Jordan to introduce lower denomination scratch cards to the marketplace. This made re-charging prepaid lines more affordable and easy for Company A's prepaid customers (Company A website).

Company A offered the chance to connect to the Internet at a speed of up to 256 Kbps to its subscribers, and were the first local operator to use EDGE technology (Enhanced Data rates for GSM Evolution), which is a “digital mobile phone technology that allows improved data transmission rates as a backward-compatible extension of GSM (Wikipedia the free encyclopedia, 2012). Moreover, Company A customers can view now TV on their phones, and access thousands of their preferred videos and songs (Company A website).

Company A “was the first to offer Unstructured Supplementary Services Data (USSD) menu; an easy-to-use interactive menu, allowing its customers to gain easy access to both infotainment services as well as customer care services” (Company A website). Moreover, it was the first to apply 2.75G network in Jordan, which provides good cover for all areas inside and outside Jordan, and utilizes a highly developed system (Company A website).

During 2005, a number of major goals were achieved which strengthened Company A's overall goal, such as rating first in regards to providing innovative services and giving the client the best
value for their money (Company A website). “[Company A] was the first mobile operator in the Middle East to offer Voice SMS services for its customers” (Company A website). Such a service gives the opportunity to its customers to send voice messages to one another rather than typing messages (Company A website). Thus, Company A offered more professional, faster, and more reliable service (Company A website).

The researcher believes that examining the study variables (job satisfaction, organizational work environment, and innovative climate) on Company A is worthwhile for several reasons:

1. Company A is a young, fully private company and has entered the market with new look, and a modern and innovative customer focus.

2. Because of the efforts to increase competitive advantage and offer unique content and services that are innovative and customer focused, Company A “has proven to be a pioneer in the development of services to meet the dynamic needs of its customers”.

The upcoming section will discuss the second company that participated in this study.

4.3 Company B

The first Jordanian telecommunication company was entirely owned by the government. The first step of its privatization was in 1997 and it provided fixed lines services, and shares were issued to the public (Company B website). The next step in the privatization process was in 2000, when a European player and the Arab Bank obtained 40% of the company (Company B website). The European player had a major role in the privatization when it began increasingly acquiring shares, until it became the controlling shareholder in 2006 with a 51% stake, controlling the management rights of the period 2006 to the close of 2008 (Company B website).

The commercial brand of Company B was adopted by the combined group, for all its fixed, mobile, internet, and content services, emphasizing another achievement in the ICT sector (Company B website). “This step aimed at providing the Jordanian market with the standardized world class services of the Company B brand creating a clear difference in the lives of people
who joined the Company B global family which encompasses 190 million customers in 220 countries and territories worldwide” (Company B website).

Since then, Company B has offered comprehensive and various services at reasonable prices, considering the principles and values that fulfill customer requirements and the local market needs (Company B website). The most recent is the introduction of its 3G+ network, which made Company B the exclusive mobile operator in Jordan authorized to provide 3G+ services in the local market (Company B website).

In order to continue providing better customer service and to continue meeting their demands, the group has restructured its business units on the basis of the market segments as follows (Company B website):

1- The Company B Home Business Unit: is specialized in providing Internet offers to their residential clients and to the Small to Medium Enterprises (SMEs). Also managing the back offices, call centers and “the field sales of all residential and SME customers”.

2- The Company B Enterprise Unit: is designed to meet the requirements of customers who are looking for mobile line solutions with a highly focused client service and distinguished offers. In addition, this unit manages the whole distribution (shops and indirect sales) for the Group.

3- The Company B Enterprise Business Unit: concentrates on gathering and merging all of the relationships with the Group’s corporate customers (such as banks and large companies), and managing the relations between the Group’s networks and all international and national operators.

4- The wholesale Business Unit: manages the relations between Company B’s group networks. In addition, this unit also manages the relations between national and international operators.

5- The Company B Innovations & Corporate Integrated Solutions Business Unit: manages the Group’s innovative offers, such as Internet Protocol TV and handles project implementation. This unit also offers turnkey solutions to corporate customers.

This structure has also allowed the Group to add value and simplicity to the life of its customers, which has consequently distinguished the Group’s status in Jordan (Company B website).

The business operations in the company are structured and managed according to six segments (Company B website):
1- Fixed: provides fixed line telecommunication services across the kingdom.
2- Mobile: manages and operates the mobile telecommunication in the company
3- Internet: offers Internet services.
4- Innovations and Corporate Integrated Solutions: specializes in managing customer data and provides the operating platform for businesses that provide electronic services.
5- Wholesale Business: provides information regarding the business requirements of existing licenses and newly licensed service providers.
6- Company B Group Foundation: a non-profit firm that funds and support social, cultural and humanitarian events.

Company B is currently employing a total of 2206 employees, distributed all over Jordan. In Amman alone, the company has around 650 employees within its headquarters, and many more distributed throughout the city.

Company B’s customer base is growing rapidly. For example, when comparing the results between 2008 and the end of 2007, it grew in 2008 to 2.52 million, which is 3.4 percent higher, and had a increase in net profit of 6.1 percent compared to the end of 2007. The company has achieved these results because of the dedicated efforts of management, employees, and stakeholders, and by developing groundbreaking communication innovations in a highly competitive market (Company B website).

The current study focuses on the Amman headquarters of Company B, and particularly on the mobile services section within that group.

The main focus of the study is centered on the statement that innovative climate is an outcome of satisfied employees and effective work environment. Therefore after reviewing the company history and profile the researcher believed that testing the study variables on Company B would be very beneficial, would provide very good results, and ideally lead to several important recommendations, as the company was initially owned by the government and was later privatized by a global company.
4.4 Conclusion
This chapter summarized information regarding the country, the telecommunication industry, and the examined companies. The information was presented to emphasize the importance of conducting such a study on these companies and in this industry.

The next chapter will discuss the qualitative findings that emerged from comparing the data obtained from the semi-structured interviews from both companies.
5 Qualitative Analysis


Introduction
This chapter illustrates the descriptive findings drawn from the semi-structure interviews. As mentioned previously, the interviewees were of different managerial levels, which are: supervisors; managers; and directors. This chapter presents findings obtained from a comparison between managers’ views in the two participating organizations. This comparison was useful to highlight the commonalities and differences between the two companies, contributing to richer answers to the research question.

In regards to other managerial levels, the relevant quotes and information are provided in appendix I (Company A data) and appendix J (Company B data). The comparative analysis between the managers and the quotes from other managerial levels have aided the development of the revised model, or “Model two”, as discussed in chapter seven.

The qualitative analyses presented in this chapter along with the addition information presented in appendix I and appendix J have helped to triangulate qualitative and quantitative data. The outcome of the triangulation contributed to the development of the final model, or “the innovative climate model”, as presented in chapter seven. This model answers all research questions highlighted in section 1.4, and adds to the body knowledge in regards to what factors contribute to a positive innovative climate when considered in light of employee satisfaction and an appropriate organizational work environment.

Similarities and differences were highlighted from the managers’ perspectives among the study variables as shown below:

- Section 5.1 discusses similarities and differences of managers’ perceptions on the organizational work environment at the company.
- Section 5.2 discusses similarities and differences of managers’ perceptions on job satisfaction at the company.
- Section 5.3 discusses similarities and differences of managers’ perceptions on the innovative climate at the company.
5.1 Organizational work environment

The comparison between managers of both companies revealed commonalities and differences in regards to their perceptions of the key variables toward creating a positive work environment. Commonalities occurred in the variables of: \textit{rewards and compensations; teamwork; physical work environment; training; rotation; delegation; and policy}. Through the comparison, differences were found in the variables of: \textit{transparency; learning; motivation; communication; work hours; progression and monitoring plans; routine; and culture}. The perceptions of managers from both companies in regards to the commonalities will be discussed below.

5.1.1 Rewards and compensations

\textbf{Company B}

Rewards (whether monetary or non-monetary) and compensations were indicated by both managers interviewed as being an important factor impacting organizational work environment.

\textit{“We all work for money at the end, so it is important to receive a decent salary in accordance to what you produce, but the rewards can be something else than a monetary reward. Reward can be recognition of a good job achieved, like being able to present your achievement to the company, to the C.E.O, to your chief officer, to be highlighted; recognition is the most important reward. So monetary reward is a management tool but it’s not the only one. However rewards and compensations have a significant impact on the organizational work environment”} (BM1).

\textbf{Company A}

All managers stressed the importance of the monetary rewards in terms of creating a positive work environment.

\textit{“Of course rewards and compensations are very important components for producing a positive work environment”} (AM1).

Also two of the managers mentioned that organizational success depends on rewarding employees in their achievements. They believed that achieving the assigned goals will stop or
decrease if employees do not get rewarded. Also, rewards improve employee creativity and motivate them to innovate more.

“Of course, if there is no rewarding for exceeding achievements, there is no continuity for the company future. Also rewards and compensation pushes employees to work better and to be more creative” (AM2).

One of the managers explained that the reason for rewarding certain employees should be explained in front of others, arguing that the explanation will reduce the frustration of others who didn’t get rewarded.

“The reason of rewarding some certain achievements and not rewarding others should be explained in front of others. If the right explanation is not provided, employees will get frustrated and de-motivated to be creative again” (AM4).

One of the managers argued that fair distribution of rewards and compensations are important. He complained that the company recognition system of the achievers is not well established and is unfair. Furthermore, he commented that this situation produces a negative working environment.

“Imbalanced recognition of achievers, this is the most difficult part, the most crucial part, the most difficult thing that really produces a negative atmosphere. You can see it’s frustrating especially when you see and know someone at the same level but is getting higher salary better position maybe. You are doing your job, he’s doing his job, you’re at the same level but he’s getting it and you’re not, and it’s difficult to explain to employees that” (AM4).

All of the managers asserted that the presence of non-monetary rewards is an important element affecting the organizational work environment.

“Rewards (non-monetary) are critical in producing positive work environment” (AM3).

Similarities

All managers from both companies indicated that implementing a proper rewards and compensations system in the company, for both monetary and non-monetary rewards, will positively affect the organizational work environment.
**Conclusion**

Even though all managers from both companies indicated the importance of a rewards and compensations system for the organizational work environment, managers at Company A added some ideas to enhance the reward system in the company. The researcher believes that these suggestions occurred from managers at Company A because the company was initially privately owned, and still new in the market when compared to Company B, which was initially owned by the government. Therefore the reward system at Company B may have a stronger foundation than Company A, especially after the privatization at Company B.

All managers from both companies supported the importance of rewards and compensations, which reflects that this component is extremely important for their organizational work environment.

**5.1.2 Teamwork**

**Company B**

Both managers emphasized that teamwork is essential for producing a positive work environment. They highlighted that employees should be capable and have the ability to work within a team.

“Team work is key, working in a company whatever public or private, is never to be one man show, so team work is very important, the ability to work within a team is very important and is considered as a critical factor influencing the organization environment” (BM2).

**Company A**

All managers emphasized the importance of maintaining teamwork activities in the company, because of the positive influence they have on the organizational work environment.

“Team work is critical in producing positive work environment” (AM4).

All managers stressed that they are maintaining the teamwork spirit at the company. The managers argued that the company is focusing on motivating its employees to work within teams. They argued that teamwork is employed at a very high level, and furthermore that the managers themselves are enjoying working within teams.
“What I have enjoyed here most, is the people that I work with in the marketing department. The team I’m heading in is amazing. Also the company and its managers are maintaining teamwork in the company at high levels” (AM3).

Two of the managers argued that team work is a critical element to their departments because of the department’s nature of work.

“Of course, especially because my division is somehow project oriented, and projects should be done by teams.” (AM2)

All managers emphasized that maintaining teamwork activities in the company is essential for creating a positive organizational work environment. All of the managers stressed that the company policy is focused on maintaining the teamwork spirit, and that the company motivates employees to work within a team. Moreover, they expressed their happiness for working within teams

**Similarities**
All managers from both companies indicated the importance of teamwork activities in relation to the organization work environment.

**Conclusion**
As mentioned previously, all managers from both companies indicated the importance of teamwork, but Company A managers showed more interest on the topic. The researcher believes that this finding is related to the history of the company, as new companies often apply more modern and dynamic approaches to their work. Also the researcher noticed that managers employed at Company A were younger and more educated than managers at Company B, which makes them more likely to have more modern ideas regarding ways of performing work.

**5.1.3 Physical work environment**

**Company B**
One of the managers was dissatisfied with office distribution and lighting at the company. Moreover, the manager was frustrated about the lack of privacy occurring from bad office distribution.

“the distribution of offices is bad and lighting too. Because of the bad distribution
there is lack of independency and this is a problem for me and my colleges. The ones who feel the independency are the directors as they have their own offices”BM1.

Company A
Four managers argued that the physical work environment needs improvement in their company. The managers were complaining about spacing and privacy.

“I believe that the open area is not very productive and doesn’t provide enough spaces. Closed offices might be a very good idea for employees especially when confidential work is required” (AM1).

In this company, employees are located in to two different buildings, and the researcher noticed that employees working in building B are frustrated about the spacing issues, as building A is much better in size and in organization. Therefore this comment was raised by these four managers, as they were all working in building B.

Similarities
Managers from both companies complained on almost the same issues regarding the physical work environment. These were spacing, privacy. However at Company B a comment on the need of improving the lighting condition was added.

Conclusion
The researcher believes that these comments relate to the fact that both companies don’t own the building they are operating at.

5.1.4 Training

Company B
Both managers emphasized that training is a significant factor when creating a positive work environment. They concentrated on formal training, which grants completion certificates. Also one of them stressed that the spirit of sharing the learned knowledge between employees should be present in the company.
"Training is key component of a positive work environment, but training in France, official training, to get certificates and so on" (BM2).

Moreover, one of the managers encouraged sharing the learned knowledge across the company. It was suggested that knowledge should be shared between team members and across departments.

"Knowledge sharing, is very important between peers'. For instance a manager or team leader shares with his team members. Also he's supposed to share with his team peers across the company and exchange knowledge" (BM2).

Company A

All managers indicated the importance of training in producing a positive work environment.

"Training is a critical component of producing a positive work environment" (AM4).

Two of the managers stated that they are satisfied with the training provided in the company. They explained that the way that the company invests in training is done very well. This statement may have been made because the departments that the managers lead require the company to provide training to accomplish their work.

"Training is used heavily in Company A, especially in engineering and marketing, that is a very useful tool. And it is important for the company survival because we are a telecom company, the telecom keeps on going and moving, I can't keep waiting and not get educated with new techniques in industry" (AM1).

The researcher believes that these two managers were satisfied with the training provided due to the nature of the department that they are leading. For example the quote above from the marketing manager mentions how training is essential and frequently required to cope with the competitive market.

**Similarities**

Training was indicated by managers from both companies as an important factor when producing a positive work environment.
Conclusion

As mentioned previously, both managers from the two companies examined stressed the importance of training. However at Company B, one of the managers mentioned that sharing knowledge is important. The researcher believes that this comment was made because the company is still dealing with employees who have been working there since it was a government owned company. Therefore, these employees might still have the mentality of refusing to share knowledge with others, as some of them were not highly educated or exposed to new knowledge. Also, managers at Company B indicated that training that provides certificates is important. The justification of this is that the company already has its own training centre. Therefore there are no certificates granted to the employees.

At Company A, two managers expressed their satisfaction about the training provided. The researcher believes that these managers are satisfied as the company is investing in training employees in a good manner. This involves training them to be capable of competing in the market, which is especially important when considering that it is the newest company in a highly competitive market.

5.1.5 Rotation

Company B
One of the managers said that rotation is important in relation to the work environment, indicating that this procedure is practiced in the company by the HR department.

“Job rotation exists in the company and the H.R department applies it. And I find it important component of a positive work environment” (BM1).

Company A
One of the managers argued that job rotation is very important to creating a positive work environment.

“Job rotation influences the organizational work environment” (AM6).

Three of the managers suggested that rotating employees should be restricted to the employee’s area of expertise. For instance, a marketing person should not work in the engineering department where technical work is required. But rotation could happen successfully between
some departments. However, the managers emphasized rotating between branches outside the country.

“Not in all division, between some departments yes, but for marketing you can't work in I.T, but it depends on the divisions. but we might send groups or employees to another branch of the company in another country as a rotation” (AM1).

**Similarities**
In each company, one of the managers indicated the importance of job rotation. However three of the managers at Company A indicated that employees should be rotated to departments related to their skills and experiences. Also, they added that rotating to branches outside the country is healthy.

**Conclusion**
Managers at Company A gave much more advice on rotation issue. They were more specific, highlighting issues such as linking rotation between departments to employee’s skills and experiences. Also rotating outside the country was mentioned as Company A merged with another company, and they experienced working there for a certain period of time.

**5.1.6 Delegation**

**Company B**
Regarding this concept, one of the managers argued that it is very important to have the authority to make decisions rather than spending time approving a suggested idea. The manager argued that withheld or restricted authority contradicts the work schedule in the company. Moreover, according to him it negatively impacts the organizational work environment.

“Delegation is the most important to me, having the authority to do anything, when I have the freedom to work, to take decisions. But when I’m not authorized I have to go back to the manager above me in everything thing either important or small decisions to make the right decision, and this thing delays my work schedule and impacts the work environment negatively” (BM1).
On the other hand, the second manager differentiated between empowerment and delegation. Commenting that empowerment is allowing partial authority instead of complete authority. However, according to him delegation means giving full authority which is not preferable in certain issues.

“I believe more in empowerment which is another form of delegation, that you are allowed to manage certain thing in a full authority, however you don’t have full authority to sign checks for example, so empowerment is something else” BM2.

**Company A**
All of the managers considered delegation as a critical component to producing positive organizational work environment.

“Delegated authority is a critical component of producing a positive work environment” (AM1).

Delegation was linked to gaining knowledge and experience by two managers. Both agreed that delegating certain issues will enhance employee experience and skills.

“Employee will gain knowledge and experience from delegation, because he gets better at his work by handling harder issues” (AM7).

**Similarities**
All of the managers at Company A and one of the managers at Company B mentioned that delegation is related to creating a positive work environment.

**Conclusion**
At Company B delegation was considered as a factor affecting the working schedule. While at Company A, it was considered as a tool that enhances employee skills and abilities. The researcher believes that at Company B, it was considered to be a factor impacting the work schedule because the company is still impacted by long procedures and processes, as it was originally owned by the government.

**5.1.7 Policy**

**Company B**
Regarding the company policy, one of the managers claimed that there is no clear policy
regarding the annual increase and promotions which annoys the employees.

“every year they apply a new policy, every year they put a new policy according to the mood of the manager, but when I have a clear policy for the annual increase and a clear policy for promotion I work comfortably” (BM1).

However the other manager didn’t complain about the company policy as he is leading a temporary project on his own that aims at improving and changing the structure of the company.

**Company A**

Two of the managers suggested that having fewer restrictions is important to the organizational work environment. Open door policies, where barriers to upper management are not there, make employees more comfortable in their work environment.

“Management policy impacts the work environment. For example when you can talk to everybody comfortably without barriers this is a good thing that makes the employee comfortable” (AM4).

One of the managers mentioned that the company policies and the assigned roles are very clear. The company sets the objectives and targets clearly every year to him.

“The company's policy is very clear to me; they provide what's needed for me at the beginning of the year, such as objectives and goals. Moreover they don’t come up with extra things at the mid of the year for example. So everything is clear” (AM4).

Another of the managers commented on the management style in the company, noting that employees are treated very well in the company. Employees at all levels respect each other. In addition they are allowed to suggest new ideas.

“Our management handles and treats everyone very well. We don’t have the fright from higher levels of managers. Everyone respects each other and works in harmony. Also any one is allowed to suggest a new idea whatever it is to anyone in the company” (AM7).

**Conclusion**

At Company A, two managers commented about the open door policies with upper management,
which makes employees more relaxed with the organizational work environment. Furthermore, looking at one of the manager’s perceptions about the company policy suggests that managers are also happy with the established policy. The researcher believes that this finding is related to the fact that the company is originally a privately owned company.

While at Company B, one manager suggested that policies are not clear when in regards to the rewards and promotions. The researcher believes that this finding relates to the fact that this company was originally owned by the government.

5.2 Job satisfaction

This section summarized similarities and differences that appeared from managers’ perceptions regarding the key component of job satisfaction in both companies. Similarities between managers were found in the variables of: rewards and compensations; progression and monitoring plans; Job content; and teamwork.

However differences appeared in the variables of: management style; training; recruitment and work environment; delegation; physical work environment; routine; and head counts.

Similarities between managers from both companies are discussed further in the following sections.

5.2.1 Rewards and compensations

Company B

One of the managers stressed that salary is the most important issue in regards to employee satisfaction. Also he claimed that salary should match education, experiences and title in order to be satisfying.

“Salary should be equal to my job level, education, and my expertise. So it is the most important if it's not good enough, then nothing else will matter” (BM1).

Moreover, the manager was frustrated with the company compensation policy. Commenting that there isn’t any certain criteria followed to compensate employees, it all depends on management’s decision. However he excluded the sales department from his argument.

“There isn’t any satisfying compensation plan in the company, it's all related to
the company whether they want to give it or not, except the cash people, there is a commission policy to sales people depending on their sales” (BM1).

The other manager indicated that employees get appraised and accordingly get rewards in the form of a bonus, which is an extra amount of money in addition to their regular salary.

“So we have an incentive scheme bonus, so you’re appraised, you get a number of points, you take this appraisal and the number of points is converted into a bonus, it's the factor of the bonus” (BM2).

The researcher felt that both managers were satisfied by the benefits provided by the company. One manager further commented that some of the benefits are based on seniority.

“Yeah it is based on seniority, it is based on achievements also, so we have many benefits in Company B like you can have your parents after 2 years beneficial health insurance, beneficial social insurance, health care insurance for you, if you increase your grade then you can have better subsidies for mobiles, so you have a number of benefits that goes along the development of your grade and also the salaries scale is different, so yet there are” (BM2).

**Company A**

One of the managers argued that to keep employees satisfied, the reward system should combine monetary and non-monetary rewards. The manager added that employees keep requesting monetary and non-monetary rewards, further indicating their importance.

“Job satisfaction is gained through a mix of monetary and non-monetary rewards. However monetary rewards are always asked by the company employees.

*Employees keep asking for the monetary and non monetary rewards*” (AM6)

Ranking the importance of the different types of rewards (monetary, non-monetary and compensations) resulted in different perceptions according to the different managers. Three of the managers indicated that supporting employees financially is the most important aspect to consider. Thus any kind of monetary reward will increase their satisfaction.

“One of the important job characteristics is supporting the employees financially, therefore satisfaction is achieved” (AM2).

Furthermore, two other managers stated that salary, as part of the compensation tool, is the most important motivation tool to achieve employee satisfaction.
“Salary is the first motivation tool” (AM1).

In contrast, another manager stressed that the most important element for his employees’ satisfaction is appreciation.

“Appreciation is the most important to employee satisfaction” (AM5).

However, a different manager suggested a new way of rewarding employees financially. He explained that the bonus strategy doesn’t satisfy him. He suggested that using company shares as a kind of reward will work better to increase employee satisfaction and loyalty. Also he recommended creating what he called a “savings box”, which would encourage employees to save money.

“I don’t like receiving bonus on my salary; maybe we should have something like stock option, stock index. Stock options make me feel more that I’m in ownership area. Maybe there should be something called savings box, it’s like I give 5% of my salary each month and the company will give it back when I finish work, and these elements increases satisfaction for the employees on the personal side” (AM1).

All managers stated that the company applies monetary and non-monetary rewards when compensating its employees.

“Regarding the monetary side we have what I told you before the benefits that are available for all employees. Also we have four rewards quarterly for the best employees in any department by the top management voting. This reward has two combinations, a monetary amount and non-monetary certificate, we provide bonuses and basic salaries, and there is an appreciation letters. We have bonuses at the end of every year, and in special cases if there is something extra ordinary we provide them with a special payment with a performance recognition certificate” (AM6).

Three of the managers indicated that appreciation letters are applied by the company in an informal way. Managers decide on sending thank you letters to employees who contribute positively to the company outcomes.

“Non-monetary, thank you letters but it's not a official process or a frequent process, if I enter a project and I do very well my director will send me a thank you e-mail” (AM7).
In regards to the compensation system in the company, one of the managers mentioned that employees are evaluated, and rewarded according to a certain criteria. These rewards are based on employee’s job performance.

“Each employee has a certain profile or certain experiences, we evaluate his positions, his capabilities, according to our salary scale and we pay him” (AM6).

Two of the managers commented that benefits in the company need improvement. For example one of them mentioned that the pension plan is not implemented well in the company and it needs improvement to satisfy employee needs.

“I believe that the company has to enhance the benefits, what we have now is the basic benefits, as a company and operator, the mobile operator, we have of course the handsets on yearly basis we can get them, you have free minutes to call, there is some allowances for the managers, health insurances but doesn’t count that much, I believe the company has to put more in the benefits provided” (AM1).

In contrast, five of the managers commented that the benefits provided are satisfying for the company employees.

“We have insurance, sometimes they give us special offers in places like coffee shops, we have family allowance, discounts on internet subscription, we can say we have good benefits. I have my own line that is free, and I have my wife’s line and have 10 more family lines that I can give with low cost. Because I’m a manager I get free ADSL line and wireless internet line, but normal employees get it with a discounting price” (AM4).

All managers stated that benefits at the company are based on seniority, thus the higher level employees are, the better benefits they get.

“Benefits are based on seniority” (AM4).

**Similarities**

Both managers at Company B and five of the managers at Company A were satisfied about the provided benefits provided however, all of the managers from both companies commented that the benefits provided are based on seniority. In addition, one of the managers from Company B and two managers at Company A mentioned that salary is an important component in regards to employee satisfaction. Furthermore, one of the managers at Company B and one manager at
Company A suggested that there is a certain criteria followed for evaluating and rewarding employees.

**Differences**
At Company A, two of the managers advised that benefits in the company need improvement, while at Company B, both managers were satisfied by the benefits provided. One of the managers at Company B was unhappy with the company compensation policy, commenting that it lacks clarity; however, one of the managers at Company A commented that the criteria are clear at the company.

### 5.2.2 Progression and monitoring plans

**Company B**
One of the managers argued that the company has a clear progression plan. The plan provides an overview of the career path for the employees in terms of salary and position.

“Yes we have somehow a clear grading system and I would say that the salary scale comes along with the grading system so you would know that if you are upgraded from C to D, the minimum salary for D is 1000, if you are taking 850jds the system will automatically give you 1000Jds so this is a monetary compensation” (BM2).

The other manager commented that the progression policy is not stable and changes every now and then. The appraisal system in the company was indicated as a monitoring tool for the employees, which occurs twice a year.

“Now we have the progression policy which is changed every now and then, the direct manager should watch over the employees and observe the outcome of the employee. now appraisals takes place two times a year, appraisal is the evaluation of every single employee for every section, you can consider it as a performance monitoring for the employees” (BM1).
Company A
Three of the managers suggested that having a career path contributes to employee job satisfaction

“Job satisfaction is job development and career path” (AM6).

Four of the managers indicated that the company had effective monitoring plans for the employees. They explained that during the appraisal, the manager discusses with his employees whether they are achieving their KPIs and plans. This system aids in enhancing both job satisfaction and their capabilities.

“The appraisal system is effective, the manager sits with the employee, they discuss in daily/monthly/weekly whatever plans and KPIs which has been set to the employees. I believe that the appraisal system, gives the chance to the employees more than the manager to know what their target is for the next year. I believe that it has a really good impact on enhancing their capabilities and even satisfaction” (AM3).

However, opposite to the above, three of the managers indicated that progression and monitoring plans are not clear in the company. Employees need to receive regular feedback about their work progress and achievements. These managers went on to comment that they need information regarding their work on a regular basis.

“Regular feedback for employees is needed. We don’t want to go to the end of each year and tell the employee that you are working very well or not good. We want to have it regular, on monthly or quarterly basis. Also we don’t really have a clear progression and monitoring plan” (AM2).

Conclusion
It was noticed that managers at Company B weren’t really satisfied about the implemented progression and monitoring plans in the company. This may be the case because the company didn’t update their progression and monitoring plans after the privatization. Also, only half of the managers at Company A agreed that they had clear progression and monitoring plans.
5.2.3 Job content

Company B
Both managers agreed that they have clear job description, and that it covers all aspects for employees at all levels.

“Job description all employees have and its clear” (BM2).

Company A
Two of the managers stated that they and their employees have a clear job description.

“Me and my employees we have a clear job description contributes to employee’s satisfaction” (AM5).

One of the managers indicated that he has a clear job description, while he is not sure if all of the employees have it in the company. He explained that sometimes the assigned role doesn’t match their job description criteria.

“I have a clear job description but I don’t think that all employees have it clearly in the company” (AM4).

Similarities
Both managers from Company B and two from Company A indicated that they have a clear job description.

Conclusion
One of the managers from Company A indicated that he is not sure whether all employees have a clear job description. Also, he commented that sometimes it is not well implemented. The researcher believes that this could be due to the state of the company, as it is considered as a new entrant in the market in comparison to Company B.

5.2.4 Teamwork

Company B
One of the managers indicated that teamwork is the second most important element after salary in relation to job satisfaction.
“Second thing is teamwork, it is very important to job satisfaction” (BM1).

Company A
One of the managers related teamwork to job satisfaction. The availability of team spirit between employees, meaning that employees are willing to work with each other, increases job satisfaction.

“Job satisfaction is teamwork and the team spirit behind it” (AM5).

Similarities
One manager from each company indicated that teamwork impacts employee job satisfaction.

5.3 Innovative climate
This section emphasizes the similarities and differences found during the semi-structured interviews conducted with managers from both companies. The aim was to obtain data on what factors contribute to the innovative climate from the managers’ perspectives.

Similarities between managers were found in the variables of: innovative climate; rewards and compensations; Training; and involvement.

While differences emerged in the variables of: Competition; Fair work distribution; learning; and teamwork.

Commonalities between managers from both companies are described below.

5.3.1 Innovative climate

Company B
Innovative climate was explained by one of the managers as efforts made by the company to support the innovative actions of employees.

“Supporting employees to be creative” (BM1).

Moreover, the manager added that the perceived treatment by the company impacts employee creativity. The manager explained that the absence of appreciation, rewards, and training will negatively influence employee creativity. Therefore, employees shouldn’t feel that they are treated like a machine that gets paid at the end of the month with no appreciation.
“If I think of an employee as a working machine that gets paid at the end of the month and treat him badly, then he won’t innovate. Because he’ll think of himself as an ordinary employee with a salary at the end of the month. With no appreciation/prizes/training mentally they can’t innovate, they can’t come up with something new that can benefit both him and the company” (BM1).

Two different perceptions were given during the interviews regarding monitoring innovation in the company. One of the managers said that innovation is monitored in the company by persons, teams and departments according to the number of submissions regarding the creative idea.

“Statistically, so we know per profile, team leader, team members, managers, and the departments as well, field technicians, head quarter employees, so you can have a very nice profiling of whose innovative and who is not innovative through the number of submissions” (BM2).

The other manager commented that they don’t monitor innovation. But he said that it might be linked to the appraisal and to the recognition given when an employee comes up with a unique idea that benefits the company.

“We don’t, maybe in the appraisals they might do a party to recognize what you did, especially in something you did really well and has benefit the company no they don’t as far as I know” (BM1).

Also he added that innovation is not recognized by the management. Explaining that some of the managers use employee ideas as their own, without disclosing to upper management that the idea originated from the employee.

"We might innovate every day, but the management itself won’t recognize it as innovation, sometime you think about something you go to the management and tell them what you thought about and what we should do. Then everything goes well, and they work on my idea, the management afterwards doesn’t do anything about recognizing me. They take the file to the upper management, some of course not all of them, and they show that they innovated and created it” (BM1).
When they were asked about their understanding of the term innovative climate, several discussions and views were presented by all managers in Company A. One of the managers suggested that innovation is a personal behavior that is related to the employee himself, whether he is creative or not. The implication is that an organization cannot push or teach their employees to be creative if they do not have the capabilities or are not willing to innovate.

“From my personal opinion innovation is something depends on certain persons whether they want to be innovative or not. It is not initiated by someone. So I feel that innovation is something personal as a characteristic of a person, you can't teach it” (AM1).

Four of the managers stated that creativity is highly influenced by the management style. Empowering employees and giving them opportunities to create new ideas will impact employees and the company positively.

“To empower employees to create new ideas by the management that will support the company and will give us more advantages cooperators” (AM2).

One of the managers added that creating an innovative climate for employees is linked to developing teamwork and work structure. Work structure was explained by providing the employees with clear ideas about work responsibilities, and implementing clear action plans. Therefore work structure was considered as an issue related to management style, while teamwork was considered as a new issue.

“If you want someone to start working in a different way to create new ideas and new enhancements and to develop himself and his job, this should be done by developing the structure of his work. Also, developing and implementing teamwork sprit in the company.” (AM6).

One of the managers stated that rewards and compensations create an innovative climate. He mentioned that salary and bonuses are important innovation drivers for employee satisfaction. If employees are satisfied with the amount of salary and bonuses provided, they will be more likely to innovate to get rewarded. Furthermore, he added that appreciation is very important. Employees need to feel that managers are appreciating and recognizing their efforts.

“Salary, bonus and appreciation are extremely important for employee job satisfaction. If employees keep working on monthly basis and no one is rewarding
and appreciating their work, this will be very harming and will block them from innovation” (AM7).

All managers agreed that the company is innovating; employees are always coming up with new ideas that positively influence the company performance. Many examples were provided, and the quote below demonstrates just one of the department’s numerous innovative efforts.

“We always have something new to the market, we have currently credit transfer, from Company A customer to Company A customer, and so one day someone said why do you transfer to Company A customer? Why don’t we transfer to Australia? So we did this service, we knew how to do it, and we took all the approvals. We worked on it technically and it was launched about 2 months ago. Now you can transfer credit to any country you want from your mobile” (AM2).

All managers suggested that innovative outputs are measured in the company.

“The company measures innovative output” (AM3).

Six manager further explained that they measure their employees’ innovative efforts by comparing the achieved results with the assigned targets. They commented that employees are then categorized into over-achievers, achievers, and employees who didn’t meet the expectations.

“Yes, all employees have a target to achieve and to know how to achieve this target they need to be innovative and to have clear follow ups on these items. At the end of the year there are achievers and over achievers and didn’t meet expectations” (AM2).

**Similarities**

One of the managers from each company stressed that rewards, compensations and appreciation produce an innovative climate. At both companies, at least one of the managers mentioned that innovative outputs are measured in the company.

**Differences**

One manager at Company B commented that innovation is not monitored, but might be seen through the appraisal process. This statement contradicted the statement from the other managers, who suggested that innovative efforts are monitored at both companies.
**Conclusion**

It can be noticed that managers from Company A gave a wider picture about the different practices implemented by the company to improve the innovative climate. For example, they mentioned management style and empowerment, employee willingness to innovate, teamwork, rewards and compensations, and implementing clear work responsibilities and action plans. However at Company B, training and rewards and compensation were the only issues raised during the discussion.

Also managers at Company A strongly agreed that innovative efforts are measured in the company, but this wasn’t the case at Company B. In addition all managers at Company A indicated that the company is innovative, which again was not the case at Company B. The differences observed at Company B could be linked to the fact that it was originally a government owned company.

**5.3.2 Rewards and compensations**

**Company B**

One of the managers suggested that innovation could be fostered by providing the employee with the appropriate salary (a salary that matches his skills and experiences). The manager also commented that appreciation is important; thanking the employee will motivate him to innovate.

> “Give them what they deserve as in salary and appreciation such a thank you. Sometimes thank you alone can be enough, this fosters innovation” (BM1).

The other manager provided an example of how the company fosters innovation. He explained the “Idea click” program, where employees send ideas that they think could benefit the company. The manager highlighted that employees get rewarded according to the value of the idea.

> “Idea click is I send an idea, then it's processed as a value and I get rewarded according to the value of this idea” (BM2).

**Company A**

Six of the managers commented that employees get rewarded for their innovative efforts through providing monetary and non-monetary rewards for creative employees. This suggests that the company is focused on motivating employees by rewarding them.
“Employees get rewarded directly and indirectly, directly by what we have mentioned. Those rewards which are given by the company, the golden, the silver and the platinum rewards each one is associated with a certain amount of money. The selection of the rewards for each employee is based on performance. This type of rewards is a monetary type one. However the indirect rewards which are non-monetary such as handsets, mobiles, some rewards and appreciating methods” (AM3).

In addition, one manager mentioned that one of the strategies the company uses to foster innovation is to reward the creative idea.

“We foster innovation by giving rewards” (AM5).

However, one of the managers wasn’t satisfied by the reward system in relation to rewarding creative ideas.

“(Do employees get rewarded for innovative effort?) not really” (AM4).

This manager further commented that politics in the company plays a major role in regards to reward distribution. Sometimes they reward someone just to put spotlight on them and not because they were actually creative. To illustrate this, he mentioned that he and his team produced a great innovative idea that improved the company revenue and they were not rewarded.

“Rewarding for innovative efforts is there, but the thing is the way that rewards are being distributed. They don’t reward the right person and it’s not fair. It is politics, sometimes they just want to shine someone so they announce the award for him. Actually me, my team and my manager we didn’t get rewarded as a manager, I don’t know why, because of the policy, we did a system that improved the revenues in the company, it was provided by vendors, but we added enhancements to the system, major enhancements to make it more efficient, so this is innovative”(AM4).

**Similarities**

One of the managers at Company B and six at Company A commented that the company rewards creative employees.
5.3.3 Training

**Company B**
One of the managers argued that training employees and enhancing their knowledge and experiences improves their motivation to innovate.

“Training employees fosters innovation in the company” (BM1).

**Company A**
Two of the managers commented that the industry is very competitive, therefore creativity is essential. They argued that in order to cope with these situations employees should have the capabilities to be creative. These capabilities can be enhanced with the appropriate training.

“(How to foster innovation) as a manager in engineering department we watch the telecom industry, we have to be aligned with what's going on in the market to be able to compete. Thus, training has to be provided frequently to follow the industry” (AM3).

**Similarities**
At least one manager from each company indicated that training enhances innovation in employees.

**Conclusion**
The researcher believes that managers from both companies highlighted training as an important factor to increase employee creativity due to the nature of the industry they are operating in. This industry requires skilled employees, especially with the rapid technological changes and the high competition in the market.

5.3.4 Who is Involved in the innovative think tank?

**Company B**
All of the managers stressed that the final decision of implementing any innovative idea is made by the top level of management.

“The upper management takes the decision regarding an innovative idea” (BM1).
Company A
A question arose during the interview about who is involved in the innovative think tank, where brainstorming activities take place. The question focused on who approves the implementation of the new ideas, or who makes the final decision. All managers commented that all employees are allowed to participate by suggesting creative ideas, but the final decision is made by top management, as they are more experienced, and more involved with the strategic plans of the company. Therefore, the top level of management are better able to make decisions about which ideas will positively contribute to the company.

“Our question was asking about the involvement there is no limit or no boundaries to any employee if he has an idea for developing or innovating and introducing a new idea, but definitely it should go to the management to give the approval and to evaluate these ideas” (AM6).

Similarities
All managers from both companies agreed that the final decision regarding the implementation of creative ideas is made by the upper management.

Conclusion
The researcher believes that such management behaviour by upper management is reasonable, given that they are more experienced, and know more about the company’s strategic plans and situation in the market.

5.4 Conclusion
This chapter introduced results gained from a comparative analysis conducted on the same managerial level between the two participating companies. The comparison was conducted to gain a better understanding of which factors contribute to an innovative climate, job satisfaction and a positive work environment. This was achieved through examining similarities and differences between both managers’ perspectives, and obtaining more specific knowledge about the important factors in regards to the telecommunication industry in Jordan/Amman.

The next chapter tests the second study model through the use of statistical methods, which were frequency distribution, correlation analysis, and regression.
6 Quantitative Analysis
**Introduction**

This chapter discusses the interviewee answers obtained from the survey questionnaire administrated at both companies. The aim was to understand employee perceptions regarding the organizational work environment, job satisfaction and the innovative climate in their company. Demographic information is presented in appendix K. This chapter included nine sections, as shown below:

- Section 6.1 discusses the survey answers obtained from Company A on the organizational work environment and its sub components.
- Section 6.2 discusses the survey answers obtained from Company A on job satisfaction.
- Section 6.3 discusses the survey answers obtained from Company A on the innovative climate.
- Section 6.4 discusses the survey answers obtained from Company B on job satisfaction.
- Section 6.5 discusses the survey answers obtained from Company B on the innovative climate.

In sections 6.1 to 6.5 frequency distribution analysis was used to illustrate the positive or negative trends present within the data.

- Section 6.6 compares findings from sections 6.2 and 6.3 with sections 6.4 and 6.5 to examine the similarities or differences in results for job satisfaction and the innovative climate between the two participating companies. As mentioned previously in section 3.7.2, Company B didn’t allow the researcher to examine the organizational work environment section through the survey. Therefore the comparison between both companies was restricted only to the job satisfaction and the innovative climate factor.
- Section 6.7 illustrates findings from the correlation analysis and regression analysis conducted on the data from Company A.
- Section 6.8 illustrates the findings from the correlation analysis conducted on the data from Company B.
- Section 6.9 highlights results obtained from a comparison of the correlation analyses conducted at both companies.
6.1 Company A – Organizational working environment

The organizational working environment is divided into the factors of: support environment; learning environment; and organizational working structure. These factors are discussed further in the three sections below. The findings discussed in these sections are supplemented by the tables and graphs presented in appendix L.

6.1.1 Support environment

In this study the support environment combined two factors. These factors are the physical work environment and psychological work environment. In the support environment section the questionnaire was organized in a way that each factor had its own related questions as shown below.

**Physical work environment**

This section highlights answers obtained from questions one to five from the survey. It aided in building a picture in regards to employee perceptions about their physical working environment, to gain better understanding about the real situation in the company. Respondents answers ranged from strongly agree to strongly disagree, based on a seven point Likert scale. Generally, respondents were satisfied with question one “Lighting at my work place is adequate” and question two “The provided facilities at my work place are clean”. However, they were unsatisfied with the size of the eating facility. Regarding this issue two questions were asked, question three “The size of the eating facility is satisfactory in this company” and question four “The size of the cafeteria is conducive for informal communication between employees”. In addition, they mostly agreed with the final question that open offices have positive effect on the communication between the employees, the question was “Open offices increases communication between employees in this company”.

**Psychological work environment**

This section of the survey questions helped in understanding the role that the psychological work environment plays in the company. The psychological work environment according to this study focused on two factors: communication; and encouragement.
Communication
The communication part included questions six and seven, and the answers of these questions focused on the employees’ opinions regarding the social communication inside the company. Social communication means the type of personalities and relationships between employees in the company.

Question six was “my team often has difficult work relations with other parts of the company”. The answers reflected dissatisfaction about the relationships between the employees while question seven was “I am working with competent colleagues in this company”. The responses to this question showed satisfaction about the competency of the employees they work with.

Encouragement
In this section, questions eight and nine helped in illustrating employee perception regarding the psychological encouragement perceived by the company.
In general, employees seemed to be positive regarding the amount of encouragement in the company. Question eight was “New ideas are encouraged in this company” and question nine was “People are encouraged to solve problems creatively in this company”.

6.1.2 Learning Environment
This section concentrated on factors influencing the learning environment in the company. According to this study these factors were: learning; rotation; and training.

Learning
Question number ten in the questionnaire focused on the informal learning within the organization; the question was “participating in a team has helped to develop my professional skills in this company”. From the results, it could be noticed that the majority of the respondents’ perceptions about informal learning is positive in the organization.

Rotation
Questions 11 and 12 were focused on employee perception about the rotation concept. The results obtained showed that respondents were positive in general regarding their willingness of rotating in the company. Question 11 was “I’m in favour of job rotation for training and
I would be interested in rotating to another department in the near future in this company”.

**Training**

Questions 13 and 14 were aimed at understanding the perception of the employees regarding the provided training programs. Question 13 was “The Company has a well-planned training program”. While question 14 was “Whenever the team needs new skills, more training is available to us”. The trend of employee’s answers for both questions showed negativity, as most were dissatisfied by the provided training.

**6.1.3 Organizational Working Structure**

The data obtained in this section of the questionnaire helped in building a picture in regards to employee perceptions about their organizational working structure. Under the organizational working structure, several components were incorporated as they were believed to be important to the organizational working structure. These components were: policy; progression and monitoring plans; process; communication; supportive leadership; flexible working hours; transparency; and delegation. Several questions were located to facilitate the examination of each variable as shown below.

**Policy**

Questions 15, 16, 17, and 18 were designed to determine the extent to which the company is implementing a flexible policy. Starting from question 15, the majority of participants agreed that they are followers to the upper management instructions when they were asked “The main function of members in this company is to follow instructions from upper management”. Also they were unsatisfied regarding the flexibility to change in the company, according to their responses to “This Company can be described as flexible and continually adapting to change”. Moreover they showed a negative trend in regards to the visibility of the goals according to their answers to “The goals of company are not clear to me”. The only positive response was in regards to the complexity of rules and procedure to complete a job in the company, as the
question was “Rules and procedures in this company make doing a good job difficult”. By looking at the overall picture of the implemented policy in the company, it could be noticed that respondents were dissatisfied in general.

**Progression and monitoring plans**
Questions 19 and 20 were allocated in the survey to understand employee perceptions on the progression and monitoring plans developed in the company. Question 19 was designed to investigate their opinion in regards to the company promotion strategy when compared to other companies in the market. The question was “People are promoted as fast here as they are in other companies”. However, the other question was concerned with fair evaluation within the company; “My team's work is evaluated by management using fair and objective criteria”. Overall, respondents showed negativity regarding the progression and monitoring plans practiced in the company.

**Process**
Questions 31 and 32 highlighted employees’ opinions in regards to the designed processes in the company. Question 31 was “Management processes take too long in this organization” While question 32 was “Management processes are too complicated in this company”. The responses to these two questions suggested that employees are not satisfied with the processes in the company, as most of them agreed that the processes in the company are complicated and take too long.

**Communication**
In this part, question 21 focused on the employees’ opinions regarding the communication in the company. Communication referred to the communicated feedback to employees regarding their performance. The question was “This organization provides adequate feedback to the team on its performance”. The majority of the respondents were neutral regarding the performance feedback provided by the company.
**Supportive leadership**
As supportive leadership is considered as one of the important sub themes of the organizational working structure in the company, five questions (22, 23, 24, 25, and 26) were utilised in this part of the questionnaire in order to help understand the perception of employees regarding how supportive the leader is to his or her employees. The first one was “I work well with my supervisor”, and responses were mostly positive. The second was “My supervisor shows too little interest in the feelings of subordinates”, with responses that mostly reflected dissatisfaction with their supervisor’s behaviours in regards to their feelings. However, responses to question 24 appeared to be positive. This question was “Our ability to function creatively is respected by the leadership”. Respondents were also mostly positive about both question 25, “When the team is having a problem, someone is available for consultation advice”, and question 26, “The leader of my team helps to facilitate the team’s interactions”. The overall trend of the responses above suggested that employees were generally positive regarding having supportive leadership.

**Flexible working hours**
Question 27 was used in the survey to test whether the company applies flexible working schedules for its employees, or if the company system allows for a non fixed attendance and leave timing. The question was “Working hours are scheduled in a flexible manner in this company”. In general, employees agreed with this concept.

**Transparency**
Question 28 was designed to test the amount of transparency in the company; the question was “I often feel that I do not know what is going on with the organization”. It was evident that respondents were mostly positive regarding their lack of knowledge regarding what is going on with their organization.

**Delegation**
Questions 29 and 30 were designed in order to understand employee perceptions regarding the amount of delegation allowed in the company. Question 29 was “It is up to the team to regulate its own behavior in this company”, and responses to this question took a negative trend. In addition, question 30 was “The leader of my team retains control over most major team decisions”, and responses to this question were mostly in agreement. Generally, respondents
showed negativity regarding the amount of delegation given in the company, suggesting that they do not feel that they have the freedom to make decisions or regulate their own behavior in the company. Reflecting that, delegation is not practiced well in the company.

6.2 Company A – Job Satisfaction

This section of the survey included data aimed to clarify employees’ feelings toward their job satisfaction. Eight components were counted as key factors affecting the job satisfaction in the company. These components are: team work; head count; recruitment; Rewards and compensations; culture; routine; job content; and management style. Several questions were designed to assist in examining the effect of each factor on the employees’ job satisfaction. The findings discussed in the sections below are further illustrated with the tables and figures presented in appendix M.

6.2.1 Team work

Five questions (34, 35, 36, 37, and 38) were used in the survey to understand the efficiency of teamwork practices in the company, and investigate how employees rated teamwork at the company. Question 34 focused on the degree of cooperation in the company, and examined if cooperation exists or not: “There is a generally cooperative and collaborative atmosphere within this company”. According to the answers, respondents were mostly in agreement. Question 35 examined if the company emphasizes and supports the concept of teamwork at the company: “this Company is supportive of the use of team work”. Responses mainly ranged between somewhat agree and agree, which gives a clear image that respondents were satisfied. Question number 36 focused on testing whether teams in the company clearly understand their goals and directions: “My team has clear direction and goals”. The trend of the responses to this question was generally positive. To build a picture of employee understanding of the importance and effectiveness of the use of teamwork at the company, question 37 was “Using a team is an effective way to perform tasks in this company”. The majority of participant responses showed positivity. The last question for this factor concentrated on the enjoyment of team members while working within the team: “I enjoy working with my team and would want to continue
teamwork in the future”. In addition to the general positive trend of the previous four questions, the majority of responses to this question were also positive.

It could be noticed from the results shown above that participants are generally happy to work within teams at the company. Moreover, the employees at Company A are satisfied with the amount of support given by the company regarding teamwork, as most of the responses above were positive.

6.2.2 Head Count

Questions 52 and 53 were asked to test whether the number of people employed by the company is reasonable in regards to task accomplishments and creativity. Question 52 was “Personnel shortages inhibit innovation within this company”. Moreover, to examine if the qualifications needed to perform the job creatively and efficiently were present within the company, Question 53 was “Lack of resources inhibits innovation in this company”. In general, respondents agreed that there was availability of an adequate number of employees and resources to improve the innovation in the company. Lack of resources has been found to be a barrier for employees to perform in a creative manner.

6.2.3 Rewards and Compensations

According to this study, rewards and compensations were considered to be important factors affecting employees’ satisfaction within the company. Thirteen questions (39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 49, 50, and 51) were employed to gain a full picture about employee perceptions toward the rewards and compensation system in the company.

Question 39 was about employee opinions regarding promotion opportunities in the company: “I have a good chance for promotion in this company”. Results indicated that respondents were not satisfied with their chance of promotion in the company. Question 40 further investigated promotions in the company: “Regular promotions are the rule in this company”, and again, the majority of responses indicated that participants were unsatisfied. In addition, question 41 investigated employees’ perceptions about the fairness of their salary, and whether it is equivalent to the work they performed: “I feel I am being paid a fairly for the work I do in this
company”. The majority of responses to this question were also negative. Question 42 investigated whether employees with good or exceptional performance are treated fairly in regards to promotion opportunities “Those who do well on the job stand a fair chance of being promoted in this company”. Similar to the previous questions, most of the respondents disagreed with this statement.

In contrast, Question 43 discussed the appropriateness of the provided benefits by the company in comparison with the market: “The benefits we receive are as good as most other organizations offer”. Most respondents were somewhat satisfied regarding the benefits they receive. Moreover, question 44 investigated whether employees feel appreciated after completing a good job: “I do not feel that the work I do is appreciated”. Participants felt differently about the appreciation of their work, however the majority disagreed with this statement.

Question 45 focused on the bonus system implemented in the company: “There are few bonuses for those who work here”. In general, the majority of answers were neutral; however, question 46 examined whether employees are satisfied with the amount of salary increases offered by the company: “I feel satisfied with my opportunities for salary increases”, and most of the answers were negative.

Question 47 examined if the evaluation of employee performance is impacted or linked to the amount that employees contribute to the team: “My performance evaluation is strongly influenced by my contribution to the team”. Most respondents agreed with this statement. However, while employees felt that their performance evaluation was influenced by their contribution, they did not feel as though this was linked to an increased rate of pay. This was evidenced by question 48, which focused on how annual bonuses are designed in the company: “Annual bonuses are based on individual performance in this company”. Most of the participants’ responses were negative, as they ranged between disagree to somewhat disagree.

To add to this, question 49 focused on whether the company grants stocks as an option for rewarding employees: “Stock awards are given for individual achievement in this company”. All respondents, except for one who was neutral, strongly disagreed with this statement.

In contrast, question 50 investigated the non-monetary recognitions in the company: “Achievements are recognized in company newsletters, magazines etc”. It was concluded from the responses that most of respondents agreed with this statement. Furthermore, question 51, the
last of this section, stated: “Small value non-cash awards (e.g. dinner, travel ticket) are provided in the company”, and the trend of responses showed positivity.

In summary to the above, the thirteen questions listed above showed different trends in employees’ perceptions toward the rewards and compensations system in the company. It could be noticed that respondents were dissatisfied with the promotion system in general, as they were dissatisfied with their chance of promotion, and state of the promotion system in the company. Moreover, they were dissatisfied regarding their payments, opportunities for salary increases, annual bonuses, and the availability of stock awards. However, respondents were satisfied with the benefits provided by the company, the appreciation they receive toward their work, the evaluation of their individual performance, their work recognition, and the simple non-cash awards provided.

6.2.4 Culture

Questions 65, 66, and 67 were designed in this survey to understand the perceptions of employees towards the effect of culture differences in the company. Question 65 investigated if similarities in employees’ background and culture impact the work environment in the company: “Common culture improves the work environment in this company”. Responses were mostly positive, indicating that employees are more comfortable working with colleagues coming from the same culture. In addition, question 66 stated: “There is a good match between the company culture and the culture of the employees”, and responses suggested that most of the population is positive about the match between employee culture and company culture.

Question 67 was related to multicultural working environment: “A multicultural workforce improves job satisfaction”. Most of respondents answered with neutral, but by looking at the total respondents who somewhat agreed and agreed, the overall number shows a positive trend toward being in favour of a multicultural workforce.

As a summary for the above respondents seem to be positive regarding the common culture, company culture and employee culture matching, and the positive implications of a multicultural work force.
6.2.5 Routine
Three questions (54, 55, and 56) were designed to investigate participants’ opinions in regards to routine work and how it impacts their satisfaction and the desire to work. Question 54 stated: “I feel that I am working on important projects”. According to the responses, participants were generally satisfied with the importance of the projects they work on. Furthermore, question 55 was “The tasks in my work are challenging”, and the trend of the responses was positive toward the question. Question 56 stated: “I have opportunities to initiate new projects or activities within company”, and it was readily apparent that the majority of respondents’ answers were positive. In summary of the data obtained, respondents seem to be generally satisfied regarding the routine factor in the company.

6.2.6 Job content
Questions 57, 58, and 59 investigated employee’s satisfaction with job content in the company. Question 57 stated: “I sometimes feel my job is meaningless” and most of the respondents strongly disagreed with the question. In addition, question 58 examined employees’ opinions regarding the clarity of the assigned tasks: “Work assignments are not fully explained in this company”. Responses were somewhat balanced; however, there were more responses of disagree and somewhat disagree than responses of somewhat agree and agree. In contract, question 59 stated: “My team performs tasks well suited to team work”, and the respondents showed negativity in this question as majority somewhat disagreed. In conclusion, respondents in general showed positivity toward their work significance and the explanation of their assignments. On the other hand they showed a negative trend toward the suitability of their tasks to team work.

6.2.7 Recruitment
In the survey, question 60 investigated if the recruitment process in the company is efficient enough, through the availability of qualified employees in the company: “I find I have to work harder at my job because of the incompetence of people I work with”. The majority of responses to this question were neutral.
6.2.8 Management Style
To gain a better understanding about the management style in the company and employees’ opinions regarding the management system, questions 61, 62, 63, and 64 were included in the questionnaire. Question 61 stated: “This organization has good mechanism ideas” and the largest number of answers were equally distributed between neutral and somewhat agree. In addition, question 62 focused on the top management: “I feel that upper management is enthusiastic”. Answers mostly ranged from neutral to agree, which shows a positive trend toward the question. Question 63 stated: “The best way to get along in this company is to think the way the rest of the group does”. It was noticed that most of participants in the survey somewhat agreed, which suggests that thinking outside the box is not encouraged within the company. The last question in this part, question 64, concentrated on whether the company is willing to discuss different opinions regarding problem solving: “Problems at work and differences of opinion are discussed openly in this company”. Respondents who agreed were equal to respondents who did not, suggested a neutral attitude to this question.

In summarizing these results, respondents showed a slight positive trend toward management’s mechanism ideas and its enthusiasm. Also, the fact that they somewhat agreed that thinking like others is the best way of coping within the company reflects the low amount of decision making allowed. Also employees showed negativity when it came to the open discussion of problems at work.

6.3 Company A – Innovative Climate
This section includes questions focused on testing the innovative climate within the company, and questions focused on understanding the extent to which innovative climate exists within the company. Six questions (69, 70, 71, 72, 73, and 74) were asked as shown below. The results discussed are presented in further detail in appendix N.

Question 69 investigated whether the rewards system in the company is implemented in a way that encourages innovation in the company and enhances the innovative climate for employees and the company: “The rewards system within this company encourages innovation”. Most responses showed negativity toward the role of the rewards system in supporting the climate to innovate. In addition, question 70 focused on the presence of appropriate resources that help in
facilitating innovation in the company and enhancing the innovative climate: “There are adequate resources devoted to innovation within company”. Most responses were neutral regarding the resources; however, 22 participants somewhat disagreed, which suggests a slight trend toward negativity.

Question 71 stated: “My efforts to do a good job are seldom blocked by red tape”. By comparing the total responses of disagree and somewhat disagree with the total responses of somewhat agree and agree, a trend towards agreement was evident. This suggests that the employees consider that their creative behaviour is restricted. Furthermore, question 72 concentrated on the financial matters related to creativity: “Lack of funding to investigate creative ideas is a problem within this company”. It was apparent from the results that employees agreed that financial funding is insufficient in the company, which affected their innovation negatively. Considering that 29 employees somewhat agreed, and 18 agreed, it was clear that most of the participants were dissatisfied with the funding situation.

Question 74 stated: “The organization allows me free time to pursue creative ideas during the workday”. The responses suggested that participants were unsatisfied with the time they have through the work day to create something new. Finally, question 75 tried to capture a picture about the employees’ overall view of the creative environment in the company: “I work in a creative environment”. Respondents showed a positive trend, as 33 participants somewhat agreed.

In summary, it was evident that respondents were dissatisfied in regards to the effectiveness of the company’s rewards system and resources for innovation, the freedom of their efforts, and the available time for creativity. Respondents agreed that lack of funding decreases their opportunities for innovation. However, they were satisfied with the creativity of the environment that they work in.

6.4 Company B Case Study – Job Satisfaction
This section will discuss factors related to employees’ job satisfaction in Company B. As per the results for Company A, eight factors were indicated as important components affecting job satisfaction these are: team work, head count, recruitment, rewards and compensations, culture,
routine, job content and management style. The results discussed below are presented in further detail in appendix O.

6.4.1 Team Work
Team work combined five questions (34, 35, 36, 37, and 38) which provided a better understanding about practicing teamwork in the company from the employees’ point of view. Question 34 examined whether the company atmosphere is cooperative in relation to teamwork and employees relations: “there is a generally cooperative and collaborative atmosphere within this company”. The majority of the respondents were positive as most responses were agree. Also, question 35 investigated company strategy in regards to encouraging and supporting teamwork: “the company is supportive of the use of team work”. Similar to the previous question, the majority of the respondents were positive as they agreed. Furthermore, question 36 examined whether the directions and goals are clearly implemented in a way that facilitates teamwork: “my team has clear directions and goals”. Again, the results suggested that respondents were mainly positive.

Question 37 was designed to examine employee opinions about whether they consider teamwork as an effective tool to be used for successful task completion: “using a team is an effective way to perform tasks in this company”. Responses were very positive, which suggests that most participants agreed with this statement. The last question regarding teamwork investigated respondents’ feelings toward their team, and if they are willing to work with the same team in the future: “I enjoy working with my team and would want to continue teamwork in the future”. It was noticeable that the majority of respondents were once again positive in their answers. In conclusion, respondents showed positivity regarding the availability of the cooperative atmosphere in the company, the company support for teamwork, the visibility of team’s goals in the company, the effectiveness of teamwork, and the enjoyment of working within the team.

6.4.2 Head Count
This part included two questions (51 and 52) designed to understand employee perceptions on the impact of employing the appropriate number of people on the company and the workers. Question 51 stated: “personnel shortages inhibit innovation within this company”. The
respondents agreed that head count affects innovation, as the majority of answers ranged between somewhat agree and agree. In addition, question 52 examined employee opinions regarding the availability of resources, and the impact this can have on innovation in the company: “lack of resources inhibits innovation in this company”. It was clear from the results that respondents agreed with this statement. Overall, most of respondents agreed that shortage of employees and resources could inhibit innovation in the company.

6.4.3 Rewards and Compensations
This part included twelve questions (39, 40, 41, 42, 43, 44, 45, 46, 47, 48, 50, and 51) that discussed employee perceptions regarding the rewards and compensation system in the company. Question 39 examined participants’ opinions about their chance of being promoted in the company: “I have a good chance for promotion in this company”. Participants were satisfied with their chance of getting promoted, as they mostly agreed. Question 40 also focused on the company promotion system: “regular promotions are the rule in this company”, and respondents mostly agreed, with the majority of responses ranging between agree and somewhat agree. In addition, question 41 focused on fair payment for work done: “I feel I am being paid a fairly for the work I do in this company”. Again, respondents were mainly positive, suggesting that the majority of employees at Company B are satisfied with the pay they receive. These findings were further supported by the responses to question 42, which investigated employee opinions regarding the promotion opportunities provided when accomplishing a successful activity: “those who do well on the job stand a fair chance of being promoted in this company”. Responses for this question suggested a favourable attitude from the employees of Company B.

Question 43 examined the satisfaction with the benefits received by employees: “the benefits we receive are as good as most other organizations offer”. The majority of the employees responded positively. As per the earlier explanation, appreciation is considered as a part of the non-monetary rewards provided by the company. Question 44 examined if employees felt appreciated when performing a good job: “I do not feel that the work I do is appreciated”. Responses suggested that participants did not feel appreciated, as most of the respondents agreed. In contrast, question 45 stated: “There are few bonuses for those who work here”, and responses suggested that respondents were moderately satisfied with the bonuses system.
Question 46 investigated whether employees are satisfied with their salary increase opportunities: “I feel satisfied with my opportunities for salary increases”. Most of the answers were positive. Furthermore, question 47 examined whether employee evaluation is impacted by the amount of involvement and input in the team: “My performance evaluation is strongly influenced by my contribution to the team”. Most of the respondents demonstrated a positive attitude, as eighty four agreed. In addition, question 48 was designed to better understand the company bonus strategy, in particular whether it is based on individual evaluation or not: “Annual bonuses are based on individual performance in this company”. The majority of responses were positive, as sixty eight of the respondents agreed.

Question 50 investigates if employee efforts are recognized based on non-monetary rewards: “Achievements are recognized in company newsletters, magazines etc. in this company”. In general, participants seemed to be satisfied regarding their non-monetary recognition of their achievements in the company. Lastly, question 51 stated: “Small value non-cash awards (e.g. dinner, travel ticket) are provided in the company”, and respondents were mostly positive regarding the provision of non-cash rewards in the company.

In summary of the twelve questions above, the results showed that satisfaction of employees with the rewards and compensation system in the company is good; as most of respondents were satisfied with their promotion chance, regular promotions, salaries, salary increases, the fairness of promotions, received benefits, achievement recognition and the non-cash awards provided.

6.4.4 Culture
Questions 65, 66, and 67 were designed to understand employee perceptions about the effect of culture similarities and differences on employee satisfaction. Question 65 examined employee perceptions about working with colleagues coming from the same background: “Common culture improves the work environment in this company”. According to the responses, the majority of participants agreed that common culture plays a major role in improving the work environment in the company. In addition, question 66 investigated the match between the company culture and the employee culture: “There is a good match between the company culture and the culture of the employees”. The majority of participants were positive regarding the match between cultures. Finally, question 67 examined the culture and its relation to job
satisfaction: “A multicultural workforce improves job satisfaction”. Most of the participants indicated that a multicultural workforce improves their job satisfaction.

6.4.5 Routine
In this part, three questions (54, 55, and 56) were administrated to understand employee perceptions about the existence of routine in their job. Question 54 stated: “I feel that I am working on important projects”, and most of the responses indicated that employees believed that they were working on important projects. Furthermore, question 55 stated: “The tasks in my work are challenging”, and responses were mostly positive, as 70 participants agreed. This suggests participants found the work they do challenging. The last question in this section stated: “I have opportunities to initiate new projects or activities within company”. Respondents were satisfied with the availability of the opportunities to perform new projects or activities, as 71 of the sample agreed. In summary, most of participants believed that their work is important and challenging. In addition, they were satisfied with their opportunities of starting new projects, which indicates that employees are not exposed to routine jobs.

6.4.6 Job content
This part focused on employee opinions regarding their job content, in particular how it impacts their job satisfaction. Three questions (57, 58, and 59) were used in the survey regarding this issue. Question 57 stated: “I sometimes feel my job is meaningless” and employee responses reflected that their work is meaningful, as the majority of respondents disagreed with the question. In contrast, question 58 stated: “Work assignments are not fully explained in this company”, and the majority of respondents agreed with this statement. The last question of this section stated: “My team performs tasks well suited to team work”, and the majority of participants agreed that tasks performed by their teams are suitable to team work, as 75 of the sample agreed.

6.4.7 Recruitment
Question 60 investigated if the recruitment process in the company is efficient enough by examining the availability of skilled workers that facilitate the accomplishment and development
of the work: “I find I have to work harder at my job because of the incompetence of people I work with”. The results indicated that participants are clearly satisfied with the recruitment process in the company as most of them disagreed.

6.4.8 Management Style

Four questions (61, 62, 63, and 64) were used in this section to gain a better understanding about employee opinions regarding the management style in the company. Question 61 focused on the mechanism ideas in the company: “This organization has good mechanism ideas”, and the majority of responses indicated that employees are satisfied in this regard. In addition, question 62 stated: “I feel that upper management is enthusiastic”, and responses indicated that top management is considered to be enthusiastic, as 82 of the respondent agreed with this statement. Furthermore, question 63 investigated whether the company allows its employees to create and pursue their own ideas: “the best way to get along in this company is to the think the way the rest of the group does”. It was noticeable that most of participants agreed that thinking like others is the best way to cope will with others within the company, suggesting that the degree of employing their own ideas is somewhat restricted. The last question of this section stated: “problems at work and differences of opinion are discussed openly in this company”, and respondents showed a positive trend towards this question.

6.5 Company B Case Study - Innovative Climate

This section concentrates on examining the innovative climate in the company. It included six questions (69, 70, 71, 72, 73, and 74). Answers of the questions focused on providing more understanding on to what extent the climate in the company supports innovation. The results shown below are presented in further detail in appendix P.

Question 69 focused on the encouragement of innovation through rewards: “The rewards system within this company encourages innovation”, and most of the answers were positive. Adding to this, question 70 investigated how the company supports and encourages innovation: “There are adequate resources devoted to innovation within company”. Responses again showed a positive
trend to the statement. Question 71 examined whether employees have the freedom to perform creative actions: “My efforts to do a good job are seldom blocked by red tape”. The majority of participants somewhat agreed, suggesting that participants seemed to have the freedom required to be creative without restrictions.
In contrast, question 72 stated: “Lack of funding to investigate creative ideas is a problem within this company”, and most of the respondents agreed that the lack of funding is considered as a problem in the company which affects creativity negatively. However, question 73 stated: “The organization allows me free time to pursue creative ideas during the workday”, and most of participants agreed on the question. This indicates that the respondents were satisfied with the time they have through the work day to create something new. The last question of this section stated: “I work in a creative environment”, and the responses showed a positive trend regarding the creativity climate in the workplace.
In summary of this section, participants mostly agreed that the rewards system and available resources enhance innovation, while lack of funding inhibit innovation. They were satisfied with the available time and freedom through their work day, as well as the creative environment that they work in.

6.6 Comparison of Cases

The two sections below will compare the questionnaire responses between Company A and Company B. Section 6.6.1 will examine similarities and differences in regards to job satisfaction, and section 6.6.2 will examine similarities and differences in regards to innovative climate.

6.6.1 Job Satisfaction

Teamwork
In both companies, respondents showed positivity toward the cooperation level between employees in regards to their relationships between others and the ability to work within teams. Respondents of both companies were positive about the company strategy in relation to the amount of encouragement and support provided to its employees. Furthermore, respondents in both companies agreed that the goals of their team are clear to them, which facilitates effective teamwork. The responses suggest that employees from both companies believe that it is effective
to use teams to perform tasks more efficiently in the company. Adding to this, employees from both companies agreed that they enjoy performing their work within a team and were willing to do so in the future.

**Head Count**
Participants in both companies supported the idea that personnel shortage will negatively affect innovation. Also, respondents of both companies showed the same trend when they were asked about their opinion of the impact that the lack of resources has on innovation in the company. Participants of both companies agreed that the unavailability of resources had a negative effect on innovation.

**Rewards and Compensations**
Participants in Company B were satisfied with their chance of promotion in the company while respondents from Company A appeared to be dissatisfied with their chance of promotion. Further to this, respondents in Company B company showed positivity toward the promotion system in the company while Company A’s participants showed negativity, suggesting that they were not satisfied with the promotion system in the company. Responses from both companies also showed different opinions regarding what employees think about fair payments. In Company B, most employees were satisfied while in Company A, respondents were not happy about their salaries compared to their performance. Regarding the promotion system in both companies, the responses of employees in the two companies were different again. In Company B, employees showed positivity toward their chance of promotion when achieving an exceptional achievement. However, most of Company A’s respondents did not think their achievements improved their chances of promotion.

Continuing this trend, different opinions were found between the two companies regarding the benefits they receive. Nearly all of Company B’s employees showed satisfaction with their benefits; however in Company A, while a substantial number were satisfied, some employees were neutral or dissatisfied with the benefits available. In regards to the non-monetary rewards, participants of both companies showed different opinions. It was noticeable at Company B that most of participants did not feel that their work is appreciated. However, the majority of employees at Company A felt that their work is appreciated by the company.
In Company B, employees generally showed positivity regarding the bonuses they receive. However, the responses at Company A suggested a somewhat neutral attitude. Furthermore, the majority of employees at Company B were satisfied with their salaries increase. While employees at Company A seemed to be unsatisfied with their chance of a salary increase. However, respondents in both companies believed that the evaluation of their performance is linked to degree of their contribution to the team.  

In regards to bonuses, Company B employees agreed that the bonus system is based on the individual performance, while most employees at Company A disagreed. Participants of both companies demonstrated a similar trend regarding the non-monetary recognition of their achievements in the company, as the majority of respondents in both companies showed a positive trend. Similar to this, respondents in both companies showed a similar positive trend of answers in regards to the provision of non-cash rewards.  

**Culture**  
Employees of both companies agreed that a common culture improves the work environment. Similarly, responses from both companies were positive regarding the match between the company culture and the employee culture. In addition, employees from both companies had similar opinions regarding the effect of multicultural workforce on job satisfaction, as responses from both Company A and Company B demonstrated a positive attitude to this statement.  

**Routine**  
Most respondents in both companies agreed that they are working on important projects, and a similar positive trend was found in both companies regarding the challenging nature of the tasks they are required to do. This suggests that the routine concept doesn’t exist in either company. Furthermore, in both companies, respondents were satisfied regarding their opportunities of initiating new projects.  

**Job content**  
Employees from both companies disagreed with the statement that their work is meaningless. In contrast, most of the employees from Company B felt that required tasks are explained clearly at their company, but responses from employees at Company A were mainly negative. Furthermore, in Company B, the majority of participants agreed that performed tasks suit the
teamwork; however, Company A’s participants had a different opinion, as the majority of responses were negative.

**Recruitment**
In Company B, most of the participants disagreed with the question “I find I have to work harder at my job because of the incompetence of people I work with”. In Company A, while the majority of answers were neutral, 22 participants disagreed, which suggested a slight negative trend as well. This demonstrates a similarity in the trend of responses for the two companies.

**Management Style**
In regards to the presence of good mechanism ideas in their company, responses from Company B ranged mostly between agree and somewhat agree, and responses from Company A ranged between neutral and somewhat agree. This suggests a somewhat similar opinion of employees in both companies regarding the presence of good mechanism ideas in the company. In addition, both Company B and Company A employees felt similarly regarding the enthusiasm of the upper management at the company, as responses from both companies were positive. Furthermore, participants of both companies showed a similar trend of positive responses to the statement: “the best way to get along in this company is to think the way the rest of the group does”. However, while most of the participants at Company B agreed that the company welcomes different opinions and ideas, the number of participants at Company A who agreed and disagreed was relatively similar, suggesting an overall neutral attitude.

**6.6.2 Innovative Climate**
Participants from Company B mainly felt that the rewards system in the company had a positive effect on innovation. In contrast, participants of Company A did not agree, and most responses suggested that they felt the rewards system did not encourage innovation in the company. The respondents from the two companies showed opposite opinions regarding the availability of resources and the effect of this on innovation. In Company B, respondents tended toward positivity, but employees tended more toward negativity in Company A. Adding to this, Company B employees mostly felt that they did not have restrictions in their work that blocked them from working creatively. However, in Company A, participants seemed to feel as though they did have some restrictions.
While participants from both companies agreed that a lack of funding negatively affects innovation, Company B participants showed satisfaction regarding the amount of time allowed during work for creativity; however, participants from Company A showed dissatisfaction regarding the same issue, as most of the responses were negative. In both companies participants seemed to agree that the environment they work in is creative, as most of the responses were positive in both companies.

## 6.7 Statistical Analysis for Company A

### 6.7.1 Testing correlations – Organizational work environment

The current section reports the results found when testing correlations between the components of the organizational working environment variable, which are: support environment; learning environment; and organizational working structure. Further examination is provided for the correlations between each component of the organizational work environment and the overall average of the organizational working environment variable. These results are summarized in table 6.1 and table 6.2.

**Correlations between the organizational work environment components**

This section examines if there are correlations between the organizational work environment components, and if these correlations are positive or negative. The results obtained showed that the support environment has a low positive correlation when compared with the learning environment. In addition, there was a very low positive correlation between correlation between the support environment and the organizational working structure. A very low positive correlation was also found between the learning environment and the organizational working structure.

From the results it can be seen that learning environment and support environment can influence each other. This indicates that the learning environment could be part of the support environment, as the finding suggests that they have some similarities on factors that impact them positively or negatively.
In contrast there was hardly any correlation found between support environment and the organizational working structure, or between learning environment and organizational working structure. Therefore they cannot be combined under one category. Table 6.1 summarizes the findings.

Table 6.1 Correlations between the organizational work environment components

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Tested Components</th>
<th>Support environment and Learning environment</th>
<th>Support environment and Organizational working structure</th>
<th>Learning environment and organizational working structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td></td>
<td>0.511</td>
<td>0.264</td>
<td>0.148</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>No correlation</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Each component of the organizational work environment and the overall average of the organizational work environment

The total average of the organizational work environment was correlated to each component of the organizational work environment. These are the support environment, learning environment and the organizational working structure. Correlating the support environment with the total average of the organizational working environment showed a high positive correlation. This indicates that the support environment (which includes both the physical and the psychological environment) is an important component impacting the organizational work environment in the company.

The learning environment and the organizational working structure results were very similar. Both showed a moderate positive correlation in relation to the total average of organizational work environment. This indicates that both are important components; however, the support environment is the most important and had a stronger impact. Results are reported in table 6.2 below.
Table 6.2 Each component of the organizational work environment and the overall average of the organizational work environment

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Support environment and organizational working environment</th>
<th>Learning environment and organizational working environment</th>
<th>Organizational working structure and organizational working environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.841</td>
<td>0.657</td>
<td>0.682</td>
</tr>
<tr>
<td>High positive correlation</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Summary**

This section provides a summary on different correlations impacting the organizational work environment. Figure 6.1 provides a picture of the correlations for the organizational work environment.

The support environment and the learning environment showed the strongest correlation compared to the other correlations with this variable, as it was a moderate positive correlation. However, the other two correlations (Support environment and Organizational working structure; and Learning environment and organizational working structure) were relatively low. However, correlations with the overall organizational work environment ranged between highly positive to moderately positive when correlated with the separate components. Support environment was high positive correlated and the other factors (learning environment and organizational working structure) were moderately correlated.
6.7.2 Testing correlations – Organizational work environment and Job Satisfaction

This section reports several correlation tests in regard to the organizational working environment and job satisfaction. Firstly each component of the organizational working (support environment, learning environment, and organizational working structure) was examined against overall job satisfaction. Secondly, the study focused on measuring the correlation between organizational work environment components and job satisfaction components. Thirdly, the correlation between the overall average of the organizational work environment components and job satisfaction
components was examined. Finally, the tested correlation was between the organizational work environment as a whole and the job satisfaction as a whole. Tables 6.3, 6.4, 6.5, 6.6, 6.7, and 6.8 below illustrate the results obtained.

**Organizational work environment components and Job satisfaction**

Each component of the organizational work environment was correlated to the overall average of the job satisfaction variable. The results obtained indicated that the support environment has a moderate positive correlation with job satisfaction. Moreover, it had the strongest correlation to job satisfaction when comparing it to the learning environment and the organizational working structure.

Learning environment showed a low positive correlation toward job satisfaction, while a very low positive correlation appeared between the organizational working environment and job satisfaction. Table 6.3 below illustrates the findings.

**Table 6.3 Organizational work environment components and Job satisfaction as a whole**

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Tested Components</th>
<th>Support environment and Job satisfaction</th>
<th>Learning environment and Job satisfaction</th>
<th>Organizational working structure and job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td></td>
<td>0.601</td>
<td>0.412</td>
<td>0.289</td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Organizational work environment components and Job satisfaction components**

The correlation between the organizational work environment components and job satisfaction components were tested as per the sections below.

**Support environment and job satisfaction components**
Examining correlations between the support environment and components of job satisfaction yielded different results. The results ranged between moderate positive relationships to very low negative relationships. For example, rewards and compensations, and management style, both showed a moderate positive correlation with the support environment. Accordingly, management style and rewards and compensations could influence the support environment.

Team work and job design had low positive correlations when examining the relationship with the support environment. This indicates that both have a low impact on the support environment. In addition, culture had a very low positive correlation with job satisfaction; however, person fit showed a very low negative correlation when examining the relationship with the support environment. Table 6.4 illustrates the obtained results.

Table 6.4 Support environment and job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Support environment and Team work</th>
<th>Support environment and culture</th>
<th>Support environment and Rewards and compensation</th>
<th>Support environment and management style</th>
<th>Support environment and job design</th>
<th>Support environment and Persons fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.421</td>
<td>0.234</td>
<td>0.609</td>
<td>0.601</td>
<td>0.321</td>
<td>-0.240</td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Learning environment and job satisfaction components

The correlations between learning environment and job satisfaction component ranged between low positive and very low positive. The strongest correlation was found between learning environment and job design, the next strongest was between learning environment and management style, and the next between learning environment and rewards and compensations. There result for each of these was a low positive correlation, which indicates that learning
environment is slightly impacted by the rewards and compensations system, the management style and the job design in the company. However, teamwork, culture, and person fit also had a very low correlation with the learning environment. These suggests that components of job satisfaction have minimal relation to the learning environment. Table 6.5 summarizes the results.

**Table 6.5 Learning environment and job satisfaction components**

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Learning environment and Teamwork</th>
<th>Learning environment and culture</th>
<th>Learning environment and Rewards and compensations</th>
<th>Learning environment and management style</th>
<th>Learning environment and job design</th>
<th>Learning environment and Persons fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td>0.196</td>
<td>0.121</td>
<td>0.316</td>
<td>0.324</td>
<td>0.398</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Organizational working structure and job satisfaction components**

Organizational working structure had a very low positive correlation with most job satisfaction components, including: teamwork; culture; rewards and compensations; management style; and job design. However, person fit showed a very low negative correlation. In summary, organizational working structure and job satisfaction had a little impact on each other. Table 6.6 below summarizes the obtained data.

**Table 6.6 Organizational working structure and job satisfaction components**

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Organizational working structure and Teamwork</th>
<th>Organizational working structure and culture</th>
<th>Organizational working structure and Rewards and compensations</th>
<th>Organizational working structure and management style</th>
<th>Organizational working structure and job design</th>
<th>Organizational working structure and Persons fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td>0.233</td>
<td>0.117</td>
<td>0.214</td>
<td>0.217</td>
<td>0.215</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>
The overall average of the organizational work environment and job satisfaction components

Rewards and compensations, teamwork, job design, and management style had a low positive correlation with the overall average of the organizational working environment. However culture showed a very low positive correlation, while person fit indicated a very low negative correlation. Table 6.7 below illustrates these findings.

Table 6.7 The overall average of the organizational work environment and job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Organizational work environment and teamwork</th>
<th>Organizational work environment and culture</th>
<th>Organizational work environment and management style</th>
<th>Organizational work environment and job design</th>
<th>Organizational work environment and Persons fit</th>
<th>Organizational work environment and Rewards and compensations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.407</td>
<td>0.224</td>
<td>0.398</td>
<td>0.404</td>
<td>-0.153</td>
<td>0.540</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Organizational work environment and Job satisfaction as a whole

The correlation between the total average of the organizational work environment and job satisfaction was examined, and demonstrated a moderate positive correlation between both variables. Table 6.8 illustrates the results.

Table 6.8 Organizational work environment and Job satisfaction as a whole

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Organizational work environment and Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.600</td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
</tr>
</tbody>
</table>
**Summary**
This section focused on examining all possible correlations between the organizational working environment and job satisfaction. Figure 6.2 illustrates the relationships examined between these factors. The main findings were:

- Correlations between organizational work environment components and job satisfaction showed that the support environment had the strongest results compared to the others as it showed a positive moderating correlation with job satisfaction (0.601). Learning environment is considered to be the second most important variable for job satisfaction (0.412). The organizational working structure was the final important component impacting job satisfaction.

- The relationships between support environment and job satisfaction components varied between moderate positive correlations to very low negative correlations. The highest positive correlation was between support environment and rewards and compensations (0.609). While the only negative correlation was between the support environment and person fit (-0.240).

- The correlation between learning environment and job satisfaction components varied between low positive correlations to very low positive correlations. The highest correlation was between learning environment and job design (0.398). While the lowest correlation was between learning environment and person fit (0.020).

- Most of the correlations between organizational working structure and job satisfaction components showed a very low positive correlation. Except for the correlation with person fit that showed a very low negative correlation.

- The correlation between the organizational working environment and job satisfaction components showed different results. Some indicated a low positive correlation and the highest was the correlation between the organizational work environment and rewards and compensations (0.540). One component indicated a very low positive correlation; this was between organizational work environment and culture. The organizational work environment and person fit indicated a very low negative correlation.

- The correlation between the organizational work environment as a whole and job satisfaction as a whole showed a moderate positive correlation (0.600).
In all tests, rewards and compensations and management style appeared to have the most influence on job satisfaction components, thus impacting the organizational work environment.

Figure 6.2 Correlations between organizational working environment and job satisfaction
6.7.3 Testing correlations – Job satisfaction components

In this section, correlations between all job satisfaction components are presented. Also each component was tested against the overall average of job satisfaction as shown in the sections below.

**Teamwork and other job satisfaction components**

Teamwork was correlated to all job satisfaction components discussed in this study. Rewards and compensations and management style showed the highest correlation with teamwork, both having a low positive correlation. This suggests that rewards and compensations and management style are the most important factors for teamwork, and may have some similar factors influencing them. Both culture and job design showed very low positive correlations in relation to teamwork. This suggests that they have little impact on teamwork. However person fit had a low negative correlation. Table 6.9 below summarizes the obtained results.

<table>
<thead>
<tr>
<th>Correlation</th>
<th>Tested Components</th>
<th>Teamwork and culture</th>
<th>Teamwork and rewards and compensations</th>
<th>Teamwork and job design</th>
<th>Teamwork and person fit</th>
<th>Teamwork and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.293</td>
<td>0.516</td>
<td>0.231</td>
<td>-0.408</td>
<td>0.548</td>
<td></td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

**Culture and all remaining job satisfaction components**

Most of the results in this section ranged from low positive correlations to low negative correlations. Rewards and compensations and job design showed a very low positive correlation. The highest correlation was between culture and management style, which was a low positive correlation. Person fit showed a low negative correlation. Culture and job satisfaction components appear to have little influence on each other. A summary is provided in the table 6.10 below.
Table 6.10 Culture and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Culture and rewards and compensations</th>
<th>Culture and job design</th>
<th>Culture and person fit</th>
<th>Culture and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.284</td>
<td>0.074</td>
<td>-0.014</td>
<td>0.387</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Rewards and compensations and all remaining job satisfaction components
Rewards and compensation showed a low positive correlation with management style. However job design showed a very low positive correlation with rewards and compensations. In contrast person fit showed a low negative correlation. Even though rewards and compensations showed a positive relation toward both job design and management style, the positive correlation was not strong enough to consider it as important relationship. Results are illustrated in table 6.11 below.

Table 6.11 Rewards and compensations and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Rewards and compensations and job design</th>
<th>Rewards and compensations and person fit</th>
<th>Rewards and compensations and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.219</td>
<td>-0.318</td>
<td>0.550</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Low negative correlation</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Job design and all remaining job satisfaction components
The relationship between job design and person fit presented a very low positive correlation. Job design and management style revealed a low positive correlation. Both results indicate that the correlations are very weak and will have little positive impact on each other. Table 6.12 provides an overview of these findings.
Table 6.12 Job design and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Job design and person fit</th>
<th>Job design and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.027</td>
<td>0.326</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Person fit and management style**
A very low correlation was found between person fit and management style. This is illustrated in table 6.13 below.

Table 6.13 Person fit and management style

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Person fit and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.226</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
</tr>
</tbody>
</table>

**Each component with the overall job satisfaction average**
The overall average of job satisfaction was correlated to each of the job satisfaction components to check for any possible positive or negative correlations. The results were as follows:

- Rewards and compensations were highly positively correlated to the overall average of job satisfaction.
- Team work and management style had a moderate positive correlation with the overall average of job satisfaction.
- Culture and job design had a low positive correlation.
- Person fit had a very negative low correlation with job satisfaction.

Table 6.14 below provides a full picture of the findings.
Table 6.14 Each component with the overall Job satisfaction average

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Job satisfaction and Team work</th>
<th>Job satisfaction and culture</th>
<th>Job satisfaction and rewards and compensations</th>
<th>Job satisfaction and job design</th>
<th>Job satisfaction and person fit</th>
<th>Job satisfaction and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td>0.715</td>
<td>0.495</td>
<td>0.868</td>
<td>0.485</td>
<td>-0.226</td>
</tr>
<tr>
<td></td>
<td>High positive correlation</td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderate positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>No correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Very low negative correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Summary
This section provides overview of the tested relationships illustrated in figure 6.3 shown below. The correlations between job satisfaction components figure ranged from moderate to low positive and negative correlations, as shown below:

- Five factors indicated a low positive correlation however one was higher than the others. The correlation between Rewards and compensations and management style had the highest correlation (0.550), followed by management style and teamwork (0.548). Then rewards and compensations with teamwork (0.516), management style and culture (0.387), and finally job design and management style (0.326). These results point out that even though the correlation is positive, it’s considered a weak correlation between those components.

- Seven represented a very low positive correlation these were: teamwork and culture; teamwork and job design; culture and rewards and compensations; culture and job design; rewards and compensations and job design; job design and person fit; and person fit and management style. However the highest of them was teamwork and culture (0.293) and the lowest was job design and person fit (0.027).

- Three correlations were negative, which were: Rewards and compensations and person fit; teamwork and person fit; and culture and person fit.
On examining correlations between job satisfaction components and the overall average, the following results were revealed:

- Rewards and compensations showed a high positive correlation with job satisfaction (0.868), indicating that both impact each other strongly and positively.
- There was a moderate positive correlation between job satisfaction and teamwork (0.715), and between job satisfaction and management style (0.757).
- The correlation between job satisfaction and job design and also between job satisfaction and culture showed a low positive relation. While job satisfaction and person fit had a very low negative correlation.
- Person fit show a low negative correlation with job satisfaction

In a conclusion it could be noticed that rewards and compensations, management style and teamwork were the most significant components to job satisfaction. However person fit showed in all cases a low negative correlation indicating that it’s not an important component to be highlighted in this study.
Figure 6.3 Correlations on the job satisfaction variable
6.7.4 Testing correlations – Innovative climate

**Innovative and organizational working environment**
The following sections present the correlations between the innovative climate and the organizational working environment. The first section discusses the overall innovative climate in the company and the average of each component of the organizational working (support environment, learning environment and organizational working structure). The second section discusses the overall innovative climate and the overall average of the organizational working environment.

**Innovative climate and the components of organizational working environment**
There were no high or moderate positive or negative correlations. Correlations ranged between low positive correlations to very low positive correlations. Only the support environment had a low positive correlation with the innovative climate. Both the learning environment and the organizational working structure indicated a very low positive correlation. Accordingly, supportive environment is the only component that could be considered to be impacting the innovative climate. An overview of the findings is given in table 6.15.

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and support environment</th>
<th>Innovative climate and learning environment</th>
<th>Innovative climate and organizational working structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results 0.350</td>
<td>0.127</td>
<td>0.013</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Innovative climate and organizational working environment as a whole**
The correlation between the total average of the organizational work environment and the innovative climate was relatively weak, as the result was a very low positive correlation. This finding is indicated in the table 6.16 below.
Table 6.16 Innovative climate and organizational working environment as a whole

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and organizational working environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
</tr>
<tr>
<td></td>
<td>0.240</td>
</tr>
<tr>
<td></td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td></td>
<td>No correlation</td>
</tr>
</tbody>
</table>

**Innovative climate and Job Satisfaction**

This section illustrates the tested correlations between the innovative climate and job satisfaction. First, the correlation between the overall innovative climate and the overall average of job satisfaction is presented. Second, the correlations between the innovative climate and each component of the job satisfaction related to this study is presented.

**Innovative climate and Job satisfaction as a whole**

A low positive correlation was found between the total averages of both components. Table 6.17 illustrates the finding.

Table 6.17 Innovative climate and Job satisfaction as a whole

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
</tr>
<tr>
<td></td>
<td>0.399</td>
</tr>
<tr>
<td></td>
<td>Low positive correlation</td>
</tr>
<tr>
<td></td>
<td>No correlation</td>
</tr>
</tbody>
</table>

The overall average of the innovative climate and Job satisfaction components

In this comparison, three components showed a low positive correlation with the innovative climate. These were: rewards and compensations; management style; and job design. However, culture and teamwork also showed a very low positive correlation with the innovative climate.
Person fit indicated low negative correlation with innovative climate. Table 6.18 illustrates the findings.

Table 6.18 Innovative climate and job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and Team work</th>
<th>Innovative climate and culture</th>
<th>Innovative climate and Rewards and compensation</th>
<th>Innovative climate and management style</th>
<th>Innovative climate and job design</th>
<th>Innovative climate and Person fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td>0.291</td>
<td>0.068</td>
<td>0.345</td>
<td>0.399</td>
<td>0.387</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low negative correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>

Summary
The highest correlation was a low positive correlation, and it occurred in the following relationships: innovative climate and support environment; innovative climate and job satisfaction; innovative climate and management style; innovative climate and rewards and compensations; and innovative climate and job design.

Innovative climate and teamwork had a very low positive correlation, but demonstrated a score very close to a low positive correlation (0.291). However, other tested relationships were generally very low positive correlations. Person fit was the only component to show a low negative relationship.

From the above it could be noticed that organizational working environment, job satisfaction and innovative climate are not strongly correlated with each other. These relationships are illustrated below in figure 6.4.
Figure 6.4 Correlations between innovative climate and other study variables

6.7.5 Average score for each component

This section illustrates the total average score at Company A for the components in the survey used in the study as shown below:

- Organizational work environment: the total average was 4.27, which indicates that employee responses were reasonably neutral regarding their perception about working in a positive working environment.
- Satisfaction: the total average of 3.963 indicates that most answers were approximately neutral regarding their satisfaction.
- Innovative climate: the total average of 3.681 indicates that employees responses were on average somewhere between somewhat disagree and neutral.
6.7.6 Regression analysis
Regression analysis was applied to test the impact of organizational work environment and job satisfaction on the innovative climate at the company. The resulting regression equation is:

\[ \text{InnCl} = 0.177 \times \text{SupEnv} - 0.088 \times \text{LeaEnv} - 0.232 \times \text{OrgWkStr} + 0.441 \times \text{JobSat} + 2.58 \]

\( \text{InnCl} \) = Innovative climate.
\( \text{SupEnv} \) = Support environment.
\( \text{LeaEnv} \) = Learning environment.
\( \text{OrgWkStr} \) = Organizational working structure.
\( \text{JobSat} \) = Job satisfaction.

This was only applied on results from Company A due to missing data from Company B. According to table 6.19, the model explained 20% of the variation in the dependable variable, as explained by the Rvalue of 0.202.

The factor of job satisfaction showed the most significant impact on the dependent variable, which is demonstrated by its coefficient of 0.441. The second factor considered as impacting the innovative climate was the support environment with a coefficient of 0.177. Two factors indicated negative relations, which were the learning environment and the organizational work structure. The learning environment showed a greater impact (-0.088), while the coefficient for the organizational work structure was -0.0232.

Table 6.19 Regression analysis

<table>
<thead>
<tr>
<th></th>
<th>Job Sat</th>
<th>OrgWkstr</th>
<th>LeaEnv</th>
<th>SupEnv</th>
<th>b</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values</td>
<td>0.441</td>
<td>-0.232</td>
<td>-0.088</td>
<td>0.177</td>
<td>2.579</td>
</tr>
<tr>
<td>SEn</td>
<td>0.151638</td>
<td>0.168038</td>
<td>0.081055</td>
<td>0.089595</td>
<td>0.776155</td>
</tr>
<tr>
<td>R2</td>
<td>0.202525</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>6.158484</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ssr</td>
<td>0.533049</td>
<td>27.56175</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>df</td>
<td>97</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6.8 Statistical analysis for Company B

6.8.1 Testing correlations - Job satisfaction components
The following sections demonstrate correlations between job satisfaction components, and between the overall average of job satisfaction and each of its components.

**Teamwork and all other job satisfaction components**
Teamwork was correlated with all job satisfaction components related to this study. The highest result was a low positive correlation which occurred when correlating teamwork and rewards and compensations, and also between teamwork and job design. A very low positive correlation was found between teamwork and culture, between teamwork and person fit, and between teamwork and management style. Table 6.20 below illustrates the findings.

**Table 6.20 Teamwork and all other job satisfaction components**

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Correlation</th>
<th>Teamwork and culture</th>
<th>Teamwork and rewards and compensations</th>
<th>Teamwork and job design</th>
<th>Teamwork and person fit</th>
<th>Teamwork and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.052</td>
<td>0.476</td>
<td>0.437</td>
<td>0.243</td>
<td>0.061</td>
<td></td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Culture and all remaining job satisfaction components**
Culture had a low positive correlation with management style, which was the highest correlation with culture when compared to other components. Job design, person fit, and rewards and compensations showed a very low positive correlation with culture. The results show that culture and management style are the most correlated components in this section. Table 6.21 presents a summary of the findings.
Table 6.21 Culture and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Culture and rewards and compensations</th>
<th>Culture and job design</th>
<th>Culture and person fit</th>
<th>Culture and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.133</td>
<td>0.146</td>
<td>0.087275</td>
<td>0.570</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rewards and compensations and all remaining job satisfaction components
Rewards and compensations and job design presented a low positive correlation. Person fit and rewards and compensations also showed a low positive correlation. The lowest correlation appeared with management style which showed a very low negative correlation with rewards and compensations. Findings are summarized in table 6.22 below.

Table 6.22 Rewards and compensations and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Rewards and compensations and job design</th>
<th>Rewards and compensations and person fit</th>
<th>Rewards and compensations and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.507</td>
<td>0.303</td>
<td>-0.015</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low negative correlation</td>
<td></td>
<td></td>
<td>X</td>
</tr>
</tbody>
</table>

Job design and all remaining job satisfaction components
Job design and management style showed a moderate positive correlation, the highest result among all of the other correlations. Also, there was a low positive correlation between job design and person fit. Below is a summary of the findings in table 6.23.
Table 6.23 Job design and all remaining job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Job design and person fit</th>
<th>Job design and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td>Results</td>
<td>0.534</td>
</tr>
<tr>
<td></td>
<td>Moderate positive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>correlation</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Low positive correlation</td>
<td>X</td>
</tr>
<tr>
<td></td>
<td>No correlation</td>
<td></td>
</tr>
</tbody>
</table>

**Person fit and management style**
Person fit and management style had almost no correlation, as there was only a very low negative correlation. Table 6.24 illustrates the findings.

Table 6.24 Person fit and management style

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Person fit and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>correlation</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>-0.025</td>
</tr>
<tr>
<td>No correlation</td>
<td>X</td>
</tr>
<tr>
<td>Very low negative</td>
<td></td>
</tr>
<tr>
<td>correlation</td>
<td>X</td>
</tr>
</tbody>
</table>

**The overall average of job satisfaction and its components**
This section focused on comparing the overall average of job satisfaction with each component of job satisfaction. Rewards and compensation showed a high positive correlation with job satisfaction. Job design and teamwork both showed a moderate positive correlation with the overall average of job satisfaction; however, job satisfaction and job design had a stronger correlation. Culture, person fit, and management style all presented low positive correlations, with person fit being the strongest of these while management style was the weakest. A summary of the results are presented at the table 6.25 below.
Table 6.25 The overall average of job satisfaction and its components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Correlation</th>
<th>Job satisfaction and Team work</th>
<th>Job satisfaction and culture</th>
<th>Job satisfaction and rewards and compensations</th>
<th>Job satisfaction and job design</th>
<th>Job satisfaction and person fit</th>
<th>Job satisfaction and management style</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.651</td>
<td>0.438</td>
<td>0.833</td>
<td>0.735</td>
<td>0.512</td>
<td>0.322</td>
<td></td>
</tr>
<tr>
<td>High positive correlation</td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Summary**

This section summarizes the tested correlations; illustrated in figure 6.5. Results regarding the job satisfaction variables showed:

- Job design and management style were the two components most related to each other as they were the only components to show a moderate positive correlation (0.735).
- Six components showed a low positive correlation. These were: job design and person fit; rewards and compensations and job design; culture and management style; teamwork and job design; rewards and compensations and person fit; and teamwork and rewards and compensations. The highest of these was culture and management style (0.570), while the lowest was rewards and compensations and person fit (0.303).
- Six components indicated a very low correlation, these were: teamwork and culture; teamwork and person fit; teamwork and management style; culture and rewards and compensations; culture and job design; and culture and person fit. The highest was teamwork and person fit (0.243), and the lowest was teamwork and culture (0.052).
- Finally, person fit with management style and rewards and compensations with management style were both very low negative correlations.

Results regarding the overall satisfaction average and each job satisfaction component showed:

- Job satisfaction and rewards and compensations had a high positive correlation (0.833).
- A moderate positive correlation was found between job satisfaction and teamwork (0.651).
- Job satisfaction and person fit, job satisfaction and culture, and job satisfaction and management style all showed low positive correlations. Person fit and job satisfaction had the strongest correlation of these (0.512).
- Job satisfaction and management style had the lowest correlation (0.322).

Figure 6.5 Correlations for job satisfaction and related components
6.8.2 Testing correlations - Innovative climate and Job Satisfaction

This section reports the correlations found between innovative climate and job satisfaction. The first section discusses the correlations between the overall innovative climate with the overall average of job satisfaction. The second section discusses the correlation between the overall innovative climate and each component of job satisfaction.

**Innovative climate and Job satisfaction as a whole**

The findings revealed that job satisfaction had a moderate positive correlation with the innovative climate as shown in table 6.26 below.

**Table 6.26 Innovative climate and Job satisfaction as a whole**

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation</td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td>0.719</td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td>X</td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
</tr>
</tbody>
</table>

**Innovative climate and Job satisfaction components**

The highest correlation was found between the innovative climate and job design; however innovative climate and person fit also showed a moderate positive correlation. A low positive correlation was found between innovative climate and teamwork and between innovative climate and rewards and compensations. The relationships between innovative climate and management style, and between innovative climate and culture, were both very low positive correlations. Table 6.27 below provides a summary of the obtained results.
### Table 6.27 Innovative climate and job satisfaction components

<table>
<thead>
<tr>
<th>Tested Components</th>
<th>Innovative climate and Team work</th>
<th>Innovative climate and culture</th>
<th>Innovative climate and Rewards and compensations</th>
<th>Innovative climate and management style</th>
<th>Innovative climate and job design</th>
<th>Innovative climate and Persons fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Results</td>
<td>0.322</td>
<td>0.198</td>
<td>0.567</td>
<td>0.031</td>
<td>0.786</td>
<td>0.691</td>
</tr>
<tr>
<td>Moderate positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Very low positive correlation</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No correlation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Summary**

As discussed previously, job satisfaction and innovative climate had a moderate positive correlation at a score of 0.719. Testing the relationships between job satisfaction components and innovative climate found that job design was the most highly correlated (0.786), reflecting a moderate positive correlation. Person fit also had a moderate positive correlation with innovative climate (0.691). Other components varied between low positive to very low positive correlations.

The results indicate that innovative climate is highly correlated to job satisfaction. However, the most effective job satisfaction components are job design and person fit. These relationships are illustrated in figure 6.6

### 6.8.3 Average score for each component

This section illustrates the total average score at Company B for the components in the survey used in the study as shown below:

- Job satisfaction: the average result was 4.798.
- Innovative climate: the average result was 4.802.
6.9 Statistical analysis comparison

6.9.1 Innovative climate comparison
Job satisfaction had a moderate positive correlation with the innovative climate at Company B (0.719) while there was a low positive correlation at Company A (0.399). Moreover, job
satisfaction components were also more strongly correlated with innovative climate at Company B than Company A. For example job design and person fit was the strongest correlation at Company B (0.786), while the strongest at Company A was between innovative climate and management style (0.399). The lowest correlation at both companies was between innovative climate and culture, with a score of 0.198 at Company B, and 0.068 at Company A. Also, person fit had a moderate positive correlation with innovative climate at Company B, however at Company A it had a very low negative correlation.

6.9.2 Job satisfaction components Comparison
This section highlights differences and similarities between both companies on the results obtained from the conducted correlation analysis between job satisfaction components. Results are indicated in table 6.28 and table 6.29 as shown below.

Table 6.28 Similarities of testing correlations between all job satisfaction components

<table>
<thead>
<tr>
<th>Similarities</th>
<th>Both companies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture and rewards and compensations</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Culture and job design</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Culture and management style</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>Teamwork and culture</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Teamwork and job design</td>
<td>Low positive correlation</td>
</tr>
</tbody>
</table>

Table 6.29 differences of testing correlations between all job satisfaction components

<table>
<thead>
<tr>
<th>Differences</th>
<th>Company A</th>
<th>Company B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Culture and person fit</td>
<td>Low negative correlation</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Rewards and compensations and job design</td>
<td>Very low positive correlation</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>Rewards and compensations and person fit</td>
<td>Low negative correlation</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>Rewards and compensations and management style</td>
<td>Low positive correlation</td>
<td>Low negative correlation</td>
</tr>
<tr>
<td>Teamwork and job design</td>
<td>Very low positive correlation</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>Teamwork and person fit</td>
<td>Low negative correlation</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Teamwork and management style</td>
<td>Low positive correlation</td>
<td>Very low positive correlation</td>
</tr>
<tr>
<td>Job design and management style</td>
<td>low positive correlation</td>
<td>Moderate positive correlation</td>
</tr>
<tr>
<td>Job design and person fit</td>
<td>Very low positive correlation</td>
<td>low positive correlation</td>
</tr>
<tr>
<td>Person fit and management style</td>
<td>Very low positive correlation</td>
<td>Very low negative correlation</td>
</tr>
</tbody>
</table>
6.9.3 Comparison on the overall job satisfaction average and each job satisfaction component

Results on common similarities and differences are illustrated below in table 6.30 and table 6.31.

Table 6.30 Similarities of the comparison on the overall job satisfaction average and each job satisfaction component

<table>
<thead>
<tr>
<th>Similarities</th>
<th>Company A/B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction and rewards and compensations</td>
<td>High positive correlation</td>
</tr>
<tr>
<td>Job satisfaction and Team work</td>
<td>Moderate positive correlation</td>
</tr>
<tr>
<td>Job satisfaction and culture</td>
<td>Low positive correlation</td>
</tr>
</tbody>
</table>

Table 6.31 Differences on the comparison on the overall job satisfaction average and each job satisfaction component

<table>
<thead>
<tr>
<th>Differences</th>
<th>Company A</th>
<th>Company B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction and job design</td>
<td>Low positive correlation</td>
<td>Moderate positive correlation</td>
</tr>
<tr>
<td>Job satisfaction and management style</td>
<td>Moderate positive correlation</td>
<td>Low positive correlation</td>
</tr>
<tr>
<td>Job satisfaction and person fit</td>
<td>Very low negative correlation</td>
<td>Low positive correlation</td>
</tr>
</tbody>
</table>

6.10 Conclusion

In conclusion, this chapter discussed employee views about the organizational work environment, job satisfaction and the innovative climate in the company, for the purpose of understanding the company situation and employee perceptions regarding these factors. These views were obtained through the analysis of the survey questions, by running a frequency distribution test, conducting a correlation analysis, and also by conducting a regression analysis. Furthermore, a comparison was conducted between both companies to gain a better understanding about the differences and similarities between both companies. The next chapter will be the discussion chapter.
7 Discussion
This chapter discusses how the innovative climate model was generated. Also the chapter provides answers to the research questions of the study gained from qualitative and quantitative data. As mentioned, the purpose of this study is to understand what factors contribute to creating an innovative climate. Figure 7.1 summarizes the process of the model development for this study. The aim of this study was to discover factors that contribute to an innovative climate at both companies. Based on the literature review (as discussed in chapter 2) the first literature-based model for the study was developed. This model proposed that organizational work environment and job satisfaction impact the innovative climate. Thereafter the model variables were tested based on field research. The outcome was the second model, as discussed in the previous chapters. This model included all variables for job satisfaction and work environment, which were confirmed through interviews and tested statistically. This model did not include managers’ perceptions on innovative climate. The findings in regards to innovative climate are exhibited in model 3. This model was developed after comparing the interview data on innovative climate with model 2 findings. Through this comparison, two additional factors appeared which were ‘competition’ and ‘personal behaviour’. By adding these two variables to the model the final innovative climate model as shown in the following section is introduced.

**Figure 7.1 The model development process for this study**
The next section will explain the innovative climate model and the theoretical justification. This chapter starts by outlining the components of model two, and examines the relationships between those components. Also, this chapter will present the final study model “the innovative climate model”, and discuss the implications of findings for practice, limitations and areas of future research.

The Study model two

The model below illustrates the modified model according to the understanding gained through the semi-structured interviews at both companies. The model was expanded as many additional variables emerged, such as head count and culture in job satisfaction, and rotation and encouragement in organizational work environment. However, a new finding emerged related to the organizational working environment, which was organizational working structure. The organizational working structure incorporated several components as shown below in the model, such as policy and process. During the qualitative analysis stage the components of the model were identified as key-themes, themes, and sub-themes, as shown in table 7.1 below, and in figure 7.1 below. As discussed in section 1.4, the main research question and its sub-questions are:

What is the impact of employee perceptions of organizational work environment and job satisfaction on the innovative climate within the organization?

RQ1 What do managers perceive to be the key components of a positive work environment?

RQ2 What do managers perceive to be the key components of job satisfaction?

RQ3 What do managers perceive to be the key components of an innovative climate?

RQ4 Is there a relationship between employee perception of organizational work environment and job satisfaction?

RQ4A Is there a relationship between employee perception of learning environment and job satisfaction?
RQ4B Is there a relationship between employee perception of support environment and job satisfaction?

RQ5 Is there a relationship between employee perception of job satisfaction and innovative climate?

RQ6 Is there a relationship between employee perception of organizational work environment and innovative climate?

RQ7 Is there an interaction effect between organizational work environment and job satisfaction on innovative climate?

Table 7.1 Key themes, themes and sub-themes emerging from the study

<table>
<thead>
<tr>
<th>Key Themes</th>
<th>Themes</th>
<th>Sub-themes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational work environment</td>
<td>Learning</td>
<td>Learning</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rotation</td>
</tr>
<tr>
<td>Support environment</td>
<td>Psychological work environment</td>
<td>Communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Encouragement</td>
</tr>
<tr>
<td>Organizational working structure</td>
<td>Policy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progression and monitoring plans</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Communication</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flexible working hours</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transparency</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Delegation</td>
<td></td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>Rewards and compensations</td>
<td>N/A</td>
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<tr>
<td></td>
<td>Teamwork</td>
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<td></td>
<td>Head counts</td>
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<td>Management style</td>
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<td>Recruitment</td>
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<td>Job content</td>
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<td>Routine</td>
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<td></td>
<td>Culture</td>
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<tr>
<td>Innovative climate</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>
Figure 7.2 Model 2

### 7.1 Organizational work environment

A workplace can be observed as marketplace in which multiple persons engage in numerous transactions and each employee seeks to gain a positive return on their investment (Rusbult and Farrell, 1983). The current study focused on three factors which were believed to influence the organizational work environment at the examined companies. These factors are:

- The learning environment within the organization.
- The support environment for employees within the organization.
- The organizational working structure.
The above mentioned factors (as illustrated in figure 7.2) helped in understanding managers’ perceptions regarding the important components when creating a positive work environment.

Several dimensions of work environments that are related to creativity have been identified in the contextual theories of organizational creativity and innovation (Amabile et al., 1996). Amabile, 1988 (cited in Amabile, et al. 1996 p 1156) argued that there are three broad organizational aspects in the componential model of creativity and innovation, each of which contains several elements, including: (1) Organizational motivation to innovate, which is the orientation of the company towards innovation, and the support for innovation and creativity across the entire organization. (2) Resources, which refer to everything that the company has available to help them work in a field targeted for innovation, for example the availability of training. (3) Management practices, which refer to the amount of freedom or autonomy allowed in the conduct of work, “provision of challenging, interesting work, specification of clear overall strategic goals, and formation of work teams by drawing together individuals with diverse skills and perspectives” (Amabile, 1988 cited in Amabile et al., 1996 p 1156). Accordingly, the componential model of creativity and innovation provided strong evidence for the proposed relationship between organizational work environment and innovative climate. The componential model of creativity and innovation linked the provided resources (such as training), autonomy (delegation), and organizational support to the organizational work environment. Conducting the semi-structured interviews revealed factors impacting the innovative climate in the company. These factors, according to the componential model, are related to the organizational work environment.

The work environment is generally “defined as the social climate of an organization, although physical environmental variables may also be included one important outgrowth of this attention to environmental effects on creativity has been an increasing interest in the ways that work environments might influence the creativity of employees” as cited in (Bailyn, 1985 cited in Amabile and Gryskiewicz, 1989b p 232).

Ekvall, 1987 (Cited in Amabile and Gryskiewicz, 1989b) argued that organizational climate is seen as a conglomerate of attitudes, feelings and behaviours, which characterize life in the organization.
A correlation test was run on Company A to examine the correlation between organizational work environment and innovative climate. The test indicated a very low positive correlation, with a result of 0.240. This suggests that employees believe that there is a relationship between the organizational work environment and the innovative climate at the company.

The following sections (7.1.1, 7.1.2 and 7.1.3) will discuss each of these factors and their components, showing how these factors and components create a positive working environment and impact the innovative climate, according to the obtained data from the semi-structured interviews, survey analysis, and observations, along with the literature review support. These sections will also explain each of the variables in accordance with the participants views, through the application of the study in the telecommunication sector in Amman/Jordan.

**Figure 7.3 Factors of the organizational work environment**
7.1.1 Support environment
This section identifies factors according to the obtained data from the semi structured interviews considered to be key components of the support environment. These factors are discussed from the perspective of the interviewees, and are supported by the literature review. The study examined the correlation between the support environment as a whole and the organizational working environment. The result indicated a high positive correlation, with a result of 0.840, supporting the idea that support environment is a critical component of the organizational work environment. There was also a low positive correlation between support environment and the innovative climate, with a result of 0.350. This result supported the idea that employee satisfaction level is related to the amount of support gained from the working environment.

Physical work environment
According to Sundstrom (1986 p 2) physical work environment “refers to buildings and their interiors. This includes the appearance and layout of buildings. The arrangement of rooms, furnishing and equipment, as well as ambient conditions (light, sound, temperature and air)”. This definition was supported at all managerial levels in both companies. As a summary of their opinion, physical work environment refers to how the surroundings provide the basic tools for employees to work effectively.

“you need the basic tools for any employee, I mean an office, good lightning, good condition, the basic tools to do the job, the PC, the printers, this is what I consider as an positive work environment” BD8.
Therefore it is an indication of the presence of a positive working environment where employees perceive their work comfortably.
At Company A, employees are distributed into two buildings, one of which is considered to be the main building of the company. In regards to the physical work environment, the researcher observed through the survey administration stage that employees who worked in the main building are more satisfied than employees working in the other building.
Moreover, it was noted at Company B that some parts of the building looked much better in terms of lighting, spacing and conditioning. This observation justified the dissatisfaction about the working conditions at the company by some of the interviewees (one manager and one
supervisor). According to Sundstrom (1986 p 4) “Job satisfaction represents an amalgamation of many types of satisfaction, including satisfaction with the physical environment”.

"The company does not own the building. Therefore the spacing is very tight, lighting and air condition were not operating so well in all sections” BD8.

During the semi-structured interviews at both companies the relationship between the physical work environment and job satisfaction was confirmed. For example, at Company A one of the supervisors mentioned that:

“We need good facilities such as good restaurants, furniture, and environment. Lack of these facilities decreases employee job satisfaction” (AS3).

However other quotes related to this issue are illustrated in sections 5.1.3 and 5.2. Accordingly, managers’ perceptions reflected that support environment is a major component of the organizational work environment, and it impacts the level of employee job satisfaction. According to Sundstrom (1986), an uncomfortable work place would decrease job satisfaction and therefore the quality of work. In contrast, a comfortable work environment makes the whole job more satisfying.

However, Maslow’s and Herzberg’s theories suggest that the work place environment only becomes salient for job satisfaction when it is insufficient (Sundstrom 1986). Therefore the main point of the theories is that employees in adequate environment take it for granted and only notice it when it fails to meet their needs (Sundstrom 1986). In spite of the previous argument that dissatisfaction of the physical work environment occurs only when an environment lacks comfort, it is still considered as an important element.

According to the above, physical work environment is an important part of the organizational work environment which impacts satisfaction and innovation in the company.

According to this research, physical work environment appeared as an important element impacting the organizational work environment and influencing employee performance. “The term job performance refers to the effectiveness with which the individual accomplishes assigned tasks, according to such criteria as quantity, quality, or efficient” (Sundstrom 1986 p 4). The physical environment can impact these outcomes through a psychological process (Sundstrom 1986). This could indicate that physical work environment might impact employees’ creativity level. According to this study, the correlation between the support environment as a whole component and innovative climate were tested at Company A, and indicated a low positive
correlation of 0.350. Accordingly, employee perceptions indicated that innovative climate is impacted by the support environment in the company.

The next important component of the support environment is the psychological work environment which will be discussed next.

**Psychological work environment**

According to this study, psychological work environment incorporates communication and encouragement. The following sections will discuss each of these components, highlighting how the gained data confirmed their relationship to the psychological work environment.

**Communication**

Favourable worker communication results in an increased level of job satisfaction and improved employee performance (Ainspan and Dell, 2000 cited in Jo and Shim, 2005), and has an effect on organizational success (Baskin, Aronoff and Lattimore, 1996 cited in Jo and Shim, 2005). Accordingly, maintaining a friendly environment that supports both the employees and the company increases satisfaction and commitment, which internally impacts the success of the company.

“Given the emerging paradigm of public relations by relationship management, the terms of employee’s communication need to be redefined as a part of building favourable relationship between management and employees” (Jo and Shim, 2005 p 278).

The current study emphasizes the importance of maintaining good relationships between employees at all levels. At both companies some of the managers from Company A (sections 5.1 and 5.2) and the directors from Company B (section 5.2) argued about the importance of having a friendly environment where all employees communicate in friendly way, without barriers such as hierarchy level. They showed their satisfaction about their working environment through the way they communicated.

“I like the way my manager does his job, there is good interaction between me and him, so I still find a good opportunity to enhance myself and skills from my manager” (AM2).
Favourable worker communication resulted in increased job satisfaction and improved employee performance (Ainspan and Dell, 2000 cited in Jo and Shim, 2005), and also affected organizational success (Baskin, Aronoff and Lattimore cited in Jo and Shim, 2005).

“What I’ve enjoyed least in my environment is during the restructuring, whereby people virtually shut the door of the communication which I think causes dissatisfaction. During restructuring we faced a lot of people who refused to communicate with new employees or deal with new systems. These attitudes were impacted also others performance” (BD5).

Managers’ views indicated that favourable communications between employees are an important element of the organizational work environment.

Encouragement

One of the managers at Company B indicated that encouraging employees to be motivated impacted them psychologically. This finding asserted that encouragement should be part of the psychological work environment factor.

“The presence of the spirit of encouragement should be in the organizational work environment as it impacts it positively, also it influence the employee psychologically in a positive way” (BD1).

7.1.2 Learning environment

A learning environment can exist inside or outside the classroom, which offers the opportunity for improved workplace productivity. (Leslie et al., 1998) revealed that workplace learning doesn’t occur alone, but can be a way of achieving organizational and individual goals (Leslie et al., 1998), and that following a program that offers the appropriate tools and methods for training, benefits both the organization and their employees. However this definition only partially covers what is meant by the learning environment in the current study. The current study proposes that the learning environment is a combination of coaching inside or outside the company, sharing knowledge between employees and rotating employees between and within departments for the sake of expanding their knowledge. The relationship between organizational work environment and the learning environment was tested statistically at Company A via the
correlation technique. The result showed a moderate positive correlation of 0.657. This result emphasized that learning environment, according to employee perceptions, is an important component impacting the organizational work environment. This finding supported that learning is considered to be a factor that creates a positive work environment.

Also, the learning environment was correlated to job satisfaction and to the innovative climate at Company A, which verifies the proposed correlations between the study variables in model two. The correlation between learning environment and job satisfaction showed a low positive correlation of 0.412. It could be noticed that employee perceptions emphasized the relationship between job satisfaction and the learning environment, verifying the proposed relationship in the study model that learning environment and job satisfaction impact each other.

Examining the relationship between learning environment and innovative climate revealed a very low correlation of 0.127. The results obtained from surveying the employees confirmed the relationship between learning environment and innovative climate. The components of learning environment according to this study are illustrated in figure 7.3.

![Figure 7.4 Components of the learning environment](image)
Workplace Learning

Learning in the workplace can refer to a mixture of different types of learning which may or may not be formally structured, “some of which take spontaneously through the social “interactions of the workplace (Evans et al., 2006 p 7).

Accordingly, learning in the workplace refers to the informal learning opportunities that the employee can benefit from. This study tests whether the culture and structure of each company allowed them to share knowledge between employees. Accordingly, workplace learning is identified in this study as the extent to which informal learning opportunities are implemented and practiced by the culture and structure of the company. This finding appeared during the semi-structured interviews at Company A. Two managers revealed that they were happy working in the environment because of a well implemented atmosphere of sharing knowledge.

“One of the things that I enjoyed in this company is learning. Working at the company is giving me personal chance to increase my knowledge. We have the opportunity to learn from each other and share the learned knowledge. Being in the telecommunication industry is fun is innovative because of the nature of the industry” (AM4).

Also he explained that this atmosphere contributed to increasing the employee satisfaction level at the company. This finding supported one of the proposed relationships in model two, which is the concept that sharing knowledge between colleagues contributes to job satisfaction.

“The presence of sharing knowledge atmosphere at the company is enhancing employee job satisfaction level at the company” (AM4)

Moreover, one of the managers at Company A encouraged sharing the learned knowledge between team members and across departments.

“Teams should share knowledge across departments and between themselves to enhance the work performance” (AM2).

People in team-based companies frequently complain that they have problems getting information from other teams (McDermott, 1999). According to McDermott (1999 p 2) “They find out too late or not at all about work done by people in their own discipline who are assigned to other teams. They reinvent tools, analyses, or approaches developed by their peers on other
teams”. They waste time looking for information is known by one of their colleagues (McDermott, 1999).

Workplaces provide many informal learning chances, which result from interactions in work groups and from the structure of the company’s working environment (Evans et al., 2006).

**Job Rotation**
Job rotations are defined as “lateral transfers of employees between jobs in an organization. Rotated employees usually do not remain on jobs permanently but also do not usually return to former jobs” (Campion et al., 1994 p 1519).

According to Campion et al., (1994), job rotation creates two valuable effects. First, a worker who rotates jobs builds up experience more quickly than a worker who does not rotate. Therefore job rotation is revealed as an effective instrument for career development. Second, a worker who rotates builds up experience in more fields than a worker who does not rotate. Thus, it is easier to train a worker to become a generalist when frequently rotating him (Ortega, 2001). In both companies some of the interviewed participants linked job rotation to the working environment, and also to enhancing employee skills and experience. At Company A, one of the supervisors mentioned that the company benefits when rotation is practiced. However three of the managers at Company A were more specific about rotation and stated that rotation should be within the employee area of experience (see section 5.1.5). However two of the supervisors had a contradicting opinion about whether rotation had a direct relationship with organizational work environment (see section 5.1). While at Company B, the directors highlighted the importance of job rotation for the organizational work environment, especially for the telecommunication sector where high skilled employees are required. Thus applying rotation strategy develops the required skills and experience for employees to perform their work better.

The researcher felt that these directors at Company B indicated the importance of this issue because firstly, one of the directors experienced job rotation in the environment of the company and felt the positive impact of it on his own career path. Secondly, one of the directors participated in the restructuring stage of the company where rotating employees was critical. Thirdly, rotation is important to this sector as it aids in learning and gaining different skills from
different departments, which is an essential element for the success of the company in such a highly technological and competitive market.

Also at Company B, some of the directors linked rotating employees to enhancing job satisfaction, supporting the relationship proposed in model two.

“Job satisfaction for them is linked to job rotation, what really they need and they keep asking for is to do new things, so the challenge for the manager is to manage to provide new things all the time, I mean new things, I don’t mean new because they are new, things in order to enhance their skills” (BD9).

Job rotation helps employees to gain broader understanding of the business aspects (Eriksson and Ortega, 2006). Moreover, job rotation has been used frequently to develop managers’ skills by large firms, and these findings have been indicated by surveys (Philips, 1986).

Job rotation has essential implications for organizational learning (Ortega, 2001). Rotating employees provides the required information about the quality of the match between many different workers in different jobs (Jovanovic, 1979 cited in Ortega, 2001), while keeping employees in the same job for a long time provides the company with more precise information about the exact job match. In addition, the company might want to learn how different jobs are profitable (Ortega, 2001).

According to the above, job rotation is considered as an important factor influencing both organization and employee efficiency. On the employee level it enhances employees’ skills and expands their knowledge by the exposure to new types of work. While on the company level it facilitates employees’ job match, resulting in increased company efficiency.

Therefore, the researcher has incorporated the job rotation factor into the learning environment. The reviewed literature supports the idea that job rotation is part of the learning process in any working environment.

**Training**

Learning through the workplace refers to learning opportunities that are obtained because they are part of the employment relationship (Evans et al., 2006), accessed by workers through their relationship to the company. “Some employees, such as professional workers, may have an
expectation of access to learning as part of their package of employment benefits or as a condition of membership of a professional organization” (Evans et al., 2006 p 8). Other employees may not have such opportunities (Evans et al., 2006).

“Learning for the workplace refers to learning opportunities that may be narrowly or broadly defined. An example of the former would be job-related training, and an example of the latter would be general education, which will be directly or indirectly related to the job” (Evans et al., 2006 p 8).

According to this study training is defined as learning opportunities which are accessed because they are part of the employment conditions, or provided for the sake of enhancing employee skills to perform more efficiently at their assigned work.

At both companies, and at all levels of the interviewed participants, training was indicated as a very important aspect in relation to the organizational work environment.

“Training is important in producing a positive work environment” (AS1).

However, at Company B specific requirements were indicated as necessary in order to get the best from the training. Some of them emphasized that the selection criteria of a training program should consider employees’ requirements, should improve employees’ skills and provide a suitable time for employees to attend training sessions (see section 5.1.4).

Two of the directors stated that providing the proper training is one of the main concerns of employees. The provided training should suit and match employee requirements, and develop and enhance employee skills. Also, employees should have the time to accomplish the required training program.

“Training is needed but the thing is having the time to accomplish it. And the company should provide the proper training to the proper parties; effective training depends on the type of training provided” (BD1).

Moreover, one stressed that it improves employee creativity within the organizational work environment, supporting the idea of the model.

“Training is one of the learning and development tool for the employees, so yes it impacts the innovation and the environment for the employees, yes” (BD6).
Also one of the directors linked training to reducing routine at work. In this study, the researcher merged routine and job content under the theme job design. Job design is a component of job satisfaction.

“Training definitely, training is fundamental this is how you improve and also it takes you out of your day to day job, think of other things, open your mind to other areas so this is definitely critical and successful tool for learning” (BD9).

The correlation between job design and organizational work environment indicated a low positive relationship, with a score of 0.403. This finding supported the proposal that job satisfaction is linked to the learning environment. It could be noticed that training is an important variable to be considered in this study, as the results indicated its effect on the organizational work environment, job satisfaction and innovation in the company.

### 7.1.3 Organizational working structure

Organizational working structure incorporated different components which are: policy; progression and monitoring plans; process; communication; supportive leadership; flexible working hours; delegation; and transparency. Organizational working structure as a whole was examined with all the study variables at Company A through conducting correlation tests. Examining the correlation between organizational working structure and the support environment showed a very low positive correlation, with a score of 0.264. Also examining the relationship between organizational working structure and learning environment showed a very low correlation, as the result was 0.148. However, a higher score was shown when testing the relationship between organizational working structure and organizational working environment, with a moderate positive correlation of 0.681. The results suggest that the organizational working structure is part of the organizational work environment. Also it confirmed the correlation between the other organizational work environment components, further supporting model two.

Also the study investigated whether a relationship exists between organizational work environment and job satisfaction, and the result showed a low positive correlation of 0.288. Furthermore, organizational work environment was correlated to each component relevant to job
satisfaction that are toward teamwork, culture, rewards and compensations, management style, person fit and job design. All job satisfaction components indicated positive correlations at different levels (see section 6.7.2); however, person fit was the only component showing a very low negative correlation. These findings supported the proposed relationship between the organizational work environment and job satisfaction in model two.

The relationship between organizational working structure and innovative climate showed a very low positive correlation, with the result of 0.0129. This indicates that it has very little impact on the innovative climate according to employee’s perceptions in the company.

In summary, organizational working structure showed the highest correlation with organizational work environment. This indicates that it is recognized an important component of the organizational work environment. Moreover, the correlation proved that both organizational work structure and job satisfaction have an impact on each other.

The following sections will discuss each component in detail.

**Policy**

Katz (1964) stated that there are six motivational patterns in organizations. “These patterns are conformity to legal norms and rule compliance, instrumental system rewards, instrumental individual reward, intrinsic satisfaction from role performance, internalization of organizational goals and values and involvement in primary-group relationships” (Katz, 1964 P 134). This reflects that the company policy can impact motivation in any organization. Through the qualitative data collection, the researcher sensed the importance of the appropriate implementation of policies in both companies, and for this reason, it was examined in the current study.

Once individuals enter a system, they know that membership means complying with its rules (Katz, 1964). While compliance with rules leads to a consistent role performance, exercising rules must comply with the following three conditions to maximize effectiveness (Katz, 1964):

1 – “The appropriateness of the symbols of authority and the relevance of rules to the social system involved” (Katz, 1964 p 136).

2 – The transparency of rule structure and legal norms (Katz, 1964).
At Company A, the main concerns of few of the managers were minimizing restrictions, open door policies, clear role and policies, treatment, and respect. These were indicated as factors impacting the organizational work environment.

“Management policy impacts the work environment. For example when you can talk to everybody comfortably without barriers this is a good thing that makes the employee comfortable” (AM4).

In addition, one of the supervisors at the company suggested enhancing the company strategy

“A change needs to be done on our policies in order to enhance the positive work environment” (AS3).

At Company B, some of the directors indicated that company policy needs improvement in regards to the use of professional language, rules and regulations, and protecting employee rights (see section 5.1.7).

“Policy in the company needs to be improved in terms of professional language all the time, rules, regulations and strict law that protects employees, these improvements will enhance the work environment in the company” (BD7).

Furthermore, one of the managers commented that annual increase and promotion policies are not implemented clearly which annoys the employees (see section 5.2.2).

According to this study, organization policy is a clearly implemented system of rules, norms and procedures communicated to the overall company goal. Such implementation improves the organizational work environment.

**Progression and monitoring plans**

The information obtained through the performance appraisal system is widely used in most companies. The use of this information increases the importance of the performance appraisal system (Feild and Holley, 1982). For example “appraisal information has been used for making organizational decisions in areas such as personnel layoffs, promotions, and transfers; development and evaluation of training programs; wage and salary determination; and as criteria
for selection procedure validation studies” (Feild and Holley, 1982 p 392). Performance appraisals are most usually done to allow an employee to know the degree of match between his performance and the supervisor’s expectations and to spot areas that require development or training (Boice and Kleiner, 1997). Therefore it could be defined as the process which allows an employee to know the degree of match between his performance and the overall company goals. Also it provides the company with a rich resource of information about what needs to be done to improve employee efficiency and the company itself.

Cummings, 1983 (cited in Mayer and Davis, 1999) investigated the impact that the performance appraisal process can have on workers’ trust in the company. Further, he proposed that if the results of appraisals were fed back to the appraised employer, trust will be enhanced. “Employees have a legitimate need to know how their performance is viewed. At a basic level, without adequate communication between the employee and the supervisor, undesirable work habits may be formed or good work habits may be modified” (Boice and Kleiner, 1997 p 197). Performance appraisal satisfaction has been ignored, and this kind of satisfaction should positively influence the overall job satisfaction (Blau, 1999). This study proposes that a well established performance appraisal system is an indicator of a positive work environment which ultimately impacts employee satisfaction.

As highlighted above it is important to employ an appropriate performance appraisal system for both the company and its employees. The appraisal accuracy affects employees’ reactions, and ultimately impacts the company. Argyris, 1964 (cited in Mayer and Davis, 1999) stated that trust for management is essential to productivity-related outcomes. During the semi-structured interviews, one of the managers at Company A mentioned that it is important to inform the employees about their future career, suggesting that workers will be more motivated to improve their skills and prove themselves when they know their career path. In addition it enhances the organizational work environment.

“Well, defining the employee career path is one of the major issues as well it impacts the organizational work environment. Because if you are an employee, and you know where you are standing five years from now, you will develop your
skills and experiences to prove yourself to be on that stage. Also it contributes to a better work environment” (AM3).

**Process**
Process management “involves planning and administering the activities necessary to achieve a high level of performance in key business processes, and identifying opportunities for improving quality and operational performance, and ultimately customer satisfaction” (Evans and Lindsay, 2005 p 314). This definition is adopted in the current study.

Process orientation received significant attention from organization theory in the 1990s. The main idea of process-based firm design is that organizing a company around core business processes leads to improving quality and reducing cost (Vera and Kuntz, 2007). This indicates the importance of testing whether an appropriate implementation of processes has been established in each of the examined companies. Especially in the telecommunication industry, where a high quality of service is required and cost reduction is important. Three of the directors at Company B stated that implementing a smooth process contributes to improving the work performance and the organizational work environment. In contrast, long processes at the company are de-motivating.

“Processes are too long and sometimes it gets tiring, it’s un-motivating when you have an idea and processing it takes too long. Long process de-motivate and creates a negative work environment” (BD3).

The previous argument supports the idea presented in the model that a proper process implementation is important to organizational work environment.

**Communication**
Cameron and McCollum, 1993 (cited in Jo and Shim, 2005) stated that workers prefer direct interpersonal communication to mediated communication, especially when they require more information about the ongoing subject of their company. Communication in this study refers to effective internal and external communication, between all employees at all levels, that improves work conditions and impacts the organizational work environment. This concept was highlighted
by Company B, and was indicated as an important component of the organizational working structure as it impacts the organizational work environment.

“One of the things that I enjoy least is the lack of communicating information about the company to employees which impacts the organizational work environment negatively” (BD7).

**Supportive leadership**

Burns, 1978 (cited in Jung and Avolio, 1999 P 208) described transactional leadership “as a motivating followers primarily through contingent-reward-based exchanges”. A transactional leader’s main concerns are setting goals, illustrating the relationship between performance and rewards, and offering constructive feedback to keep employees on task (Bass, 1985).

In contrast, transformational leadership involves developing a closer relationship between managers and their employees, “one based more on trust and commitment than on contractual agreements. Transformational leaders help followers to see the importance of transcending their own self-interest for the sake of the mission and vision of their group and/or organization” (Jung and Avolio, 1999 p 209). Therefore leaders are presumed to have a positive impact on employees’ level of motivation as well as assisting employees to achieve their goals by enhancing their self belief and raising their self confidence (Gardner and Avolio, 1998).

One of the supervisors opinion at Company A stated that,

“Coincidence I joined the company at the same day my ex C.E.O joined it as well. I remember that he was very energetic person, and he was pushing all employees within the company in order to achieve our goals at that time to reach 1 million subscribers. So while he was speaking I felt that every single person in the company was involved in this target and this goal. Leadership attitudes improve the work environment” (AS1).

This argument indicated the importance of having a supportive leader who motivates employees to work toward assigned goals and internally improves the organizational work environment. According to the researcher observations during the semi-structured interviews, and through the survey distribution stage at Company A, all of the employees (interviewed or surveyed) were happy about the leadership style. This indicates that the top management maintains a friendly
relationship. However, at Company B during the interview stage, the researcher observed that not all employees are satisfied with their leadership style, indicating an unfriendly relationship. The researcher justifies this observation due to Company B being previously government owned and newly privatized, while Company A has always been a private company.

**Flexible working hours**

Different types of work scheduling are being studied to enhance the quality of working life and worker productivity. Therefore flexible working hours have became increasingly popular (Pierce and Newstrom, 1980). Recently “strong interest in different work schedules has been evidenced by continued experiments with compressing the work week into fewer hours and/or days, by innovations in part-time employment, and by the introduction of various discretionary time systems” (Pierce and Newstrom, 1980 p 117).

One of the most famous discretionary systems is the “flexible working-hour arrangement” (Pierce and Newstrom, 1980 p 118). Two essential work schedules (i.e., flexitime and variable working hours) help to describe flexible working hours. Flexitime, in its pure form, is a system under which a worker works out a daily decision regarding the time of day to begin work (Pierce and Newstrom, 1980). In some flexitime systems the employee is allowed to define the starting and quitting time, as well as the timing and duration of break time (Pierce and Newstrom, 1980). However some companies that adopt flexible working hours define a core time period during which all workers are expected to work and then allow a time before and after this period to be chosen (Orpen, 1981). At Company A, the company allows employees to have flexible starting hours, which are from eight to nine in the morning. The HR supervisor was happy about this policy, explaining that they have noticed improvements in organizational work environment.

“*It’s healthy to have flexibility in the working hours, it affects the work environment positively*” (AS2).

This statement indicated that flexible working hours can lead to a positive organizational work environment. One of the managers at Company A supported the previous discussion, and stated that applying a flexible working hours system in the company motivates workers to work better (see section 5.1.1).
Workers working under a flexible time system will be more productive, and less absent (Orpen, 1981). This indicates that employees are happy with their working environment. Moreover, Orpen (1981) indicated that a flexible working hours system will make employees more satisfied and committed. Following from the previous discussion, flexible working hours is an important factor for the company and also for employee efficiency. Furthermore, it impacts the work environment, job satisfaction and the innovative climate of the organization.

**Delegation and transparency**

Extensive attention to psychological empowerment arose when global competition and change resulted in workers needing initiative and innovation (Drucker, 1988). The attention to the term empowerment has grown in the literature (Drucker, 1988). However a “lack of a theoretically derived measures of psychological empowerment in a work context has deterred measure of psychological empowerment” (Spreitzer, 1995 p 1443), and previous efforts have not been made to measure psychological empowerment within a work context (Spreitzer, 1995). Empowering employees is considered as an important issue in relation to this research as it is an indication of a positive working environment impacting innovation in both companies.

All managerial levels at Company B and Company A asserted the importance of delegation in relation to the organizational work environment.

“*Delegated authority has a direct relation to producing positive work environment*” (AS2).

Moreover, as mentioned previously, delegation had a very low positive correlation with innovative climate at Company A, while organizational working structure and organizational working environment showed a positive moderate correlation. This indicated that delegation is part of the organizational work environment and it impacts the innovative climate.

In the past, researchers focused their studies on empowering management practices, containing the delegation of decision making from the upper management to the lower levels and raising access to resources and information for employees at lower levels (Bowen and Lawler, 1992). During the semi-structured interviews, three of the directors at Company B reported that delegation depends on the availability of resources (see section, 5.1.6). Resources were described by the presence of employee capabilities and skills that can handle the delegated issues. Also
these directors at Company B and one supervisor at Company A believed that delegation should be limited. However all managers at Company A (see section, 5.1.6) stressed that delegation improved employee capabilities and skills. Several directors at Company B added that the amount of authority given depends on the management style of the company. The relationship between organizational working structure and management style at Company A was a very low positive correlation.

Thomas and Velthouse, 1990 (cited in Spreitzer, 1995 p 1443) “argued that empowerment is multifaceted and that its essence cannot be captures by a single concept”. Moreover, Thomas and Thomas and Velthouse, 1990 (cited in Spreitzer, 1995 p 1443) defined empowerment more broadly, as “increased intrinsic task motivation manifested in a set of four cognitions reflecting an individual’s orientation to his or her work role: meaning, competence, self determination and impact”. These four cognitions are described below:

Meaning : is the value of the purpose or goal of the work, judged in relation to a person’s own ideal or standards (Thomas and Velthouse, 1990 cited in Spreitzer, 1995). It includes a fit between the necessities of a work role and values, beliefs and behaviours (Brief and Nord, 1990 cited in Spreitzer, 1995).

Competence: or self-efficacy, is about the person’s belief in their ability to perform activities (Gist, 1987). “Competence is analogous to agency beliefs, personal mastery, or effort-performance expectancy” (Bandura, 1989 cited in Spreitzer, 1995 p 1443).

Self-determination: occurs when people have a sense of having choice in commencing and regulating actions (Deci and Ryan, 1989). It reveals autonomy in the condition of work behaviour and process (Spector, 1986).

Impact: is the extent to which a person can influence work strategies, administration or operating outcomes at work (Ashforth, 1990 cited in Spreitzer, 1995).

One of the directors at Company B (see section 5.1.6) mentioned that delegation is a tool to motivate employees to work better, especially when the budget of rewarding employees is restricted for some reason. Furthermore, one of the directors at Company B mentioned that delegation suggests to workers that they are trusted by the company. Also, the findings indicate
that a successful manager is one who practices delegation. At Company B, one manager differentiated between empowerment and delegation (see section 5.1.6), commenting that empowerment is giving a limited authority. In addition, another manager at Company B explained that the absence of delegation is time consuming.

Kanter, (1989 p 5) suggested that empowering requires the organization to “Make more information more available to more people at more levels through more devices”. Moreover, Kouzes and Ponser, 1987 (cited in Spreitzer, 1995), stated that with the unavailability of information, people will not extend themselves to take responsibility or vent their innovative energies. Therefore transparency is considered as an important factor for the organizational work environment, creativity and it is considered to be a requirement for practicing the delegated authority. Lawler, 1992 (cited in Spreitzer, 1995) suggested that there are two kinds of information that are important for empowerment: information about the company mission; and information about the organization performance. Employees will not be able to take initiative until they are informed about where their organization is headed (Kanter, 1989). Transparency is making information about the company clear, such as performance, goals, and mission being available to all employees at all levels. According to this study, transparency could be described as communicating clear information and reducing ambiguity for employees about the company, and making this information available to all employees at all levels. Providing information about the company mission and performance is critical, people need to have information about how their work unit is performing to enable decision making and to sustain and improve performance in the future. Moreover, it reinforces the sense of competence and the believe that a person is a valued part of the company (Kanter, 1989). Accordingly, it should be noted that delegation is linked to transparency. According to one director at Company B (see section 5.1.7), clear rules are important to producing a positive organizational work environment. Also, one of the managers at Company B stressed the importance of the term transparency in regards to the influence on the organizational environment at the company.
7.2 Job Satisfaction

Locker (1969 p 316) stated that job satisfaction is “the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values”. While “job dissatisfaction is the unpleasurable emotional state resulting from the appraisal of one’s job as frustrating or blocking the attainment of one’s job values or as entailing disvalues” (Locker, 1969 p 316).

Job satisfaction components emerged from the semi-structured interviews at both companies according to managers perceptions. The gained data revealed that rewards and compensations, team work, culture, routine, job content, recruitment, and management style are major factors impacting job satisfaction at both companies.

Job satisfaction was tested statistically through running correlation tests across all factors related to job satisfaction according to the model for both companies. These correlations will be linked to the interview findings in the upcoming sections.

Few studies have explored the relationship between worker job satisfaction and organizational innovation (Shipton et al., 2006). Shipton, et al. (2006 P 408) argued that if a unit’s employees share positive behaviours for their jobs they may also have “norms or cooperation and collaboration, which in turn enhance the likelihood of innovation because resistance will be relatively low”. Having shared positive behaviours may directly influence an organizational climate, resulting in a situation in which innovation, creativity, a focus on improving the way of working, support for new creative ideas, and the exploration for new services and products are prized by all or most in the company (Ostroff and Bowen, 2000 cited in Shipton et al., 2006).

The correlation between job satisfaction as a whole and innovative climate were tested at both companies. The correlation between job satisfaction and innovative climate at Company B indicated a moderate positive result of 0.719, while at Company A, there was a low positive correlation. Moreover, the correlation between job satisfaction sub-components and the innovative climate were tested at both companies. These tested correlations helped in understanding whether employees think that job satisfaction and the innovative climate are linked to each other.
7.2.1 Rewards and compensations

Companies in today’s business environment focus on determining a reasonable balance between worker commitment and performance of the company (Danish and Usman, 2010). As argued by Danish and Usman (2010 p 159) “the reward and recognition programs serve as the most contingent factor in keeping employees’ self esteem high and passionate”. Rewards and compensations were seen as a concern by the majority of the directors at Company B and seen by the managers at Company A as an important factor in relation to employee job satisfaction.

“I would say the rewarding policy will affect job satisfaction” (BD8).

The correlation between job satisfaction and rewards and compensations was examined at both companies. Both companies showed high positive correlations, with the results being 0.832 and 0.868 for Company A and Company B respectively. These results indicate the importance of rewards and compensations in relation to job satisfaction for both companies.

Several studies linked rewards and compensations to job satisfaction, stating that rewards and compensations have a direct impact on employee satisfaction and behaviour. Flynn, 1998 (cited in Danish and Usman, 2010) stressed that rewards and recognition programs maintain high spirits among employees, enhance their morale, and form a link between their performance and their motivation. Danish and Usman (2010 p 160) argued that the main idea of a recognition and reward program is to identify “a system to pay and communicate it to the employees so that they can link their reward to their performance which ultimately leads to employee’s job satisfaction”. This statement supports the idea presented in the current study that satisfaction can be achieved through the proper implementation of a rewards and compensation system, which is considered as a motivating factor. Most motivation work behaviour theories states that rewards are a process that sustain, energize and direct behaviour (Guzzo, 1979). Such theories argue that work behaviour can be motivated by several types of rewards such as pay and promotion (Guzzo, 1979). Therefore rewards can be considered as a key driver for positive employee behaviour toward their job.

According to Danish and Usman (2010), recognition is considered today as the highest requirement for employee motivation, according to the majority of the experts, while a reward that contains only monetary and compensative benefits cannot be the main motivator for an employee motivation program.
Companies with a high use of technology have been recognized as a model for “using rewards and recognition to attract knowledge specialist, reduce high turnover and stimulate innovation and productivity” (chen et al., 1999 P 47). A well established reward program reduces employee turnover and attracts highly educated staff, resulting in improving organization performance. Accordingly, focusing on the telecommunication industry which is recognized as a highly technological company, a well established reward system is highly recommended for boosting innovation, productivity and retention.

Geharat and Milkovich, 1993 (cited in chen et al., 1999 p 48) classified different rewards programs “as practiced and researched on a number of dichotomous dimensions: intrinsic versus extrinsic, individual versus system wide, monetary versus nonmonetary and fixed versus variable”.

The difference between monetary and nonmonetary rewards is that monetary rewards are such as a pay rise or stock options, thus those options that are related to cash values (Chen et al., 2004). While nonmonetary rewards are related to things like “rewards and recognition for good performance are symbolic rewards, satisfying socioemotional needs”. Even rewards such as sporting or event tickets have certain monetary value (chen et al., 1999 p 49).

At both companies, and at most of the interviewed managerial levels, the non-monetary rewards were indicated as an important factor in relation to job satisfaction.

“Thank you is as simple as that, simple statement but makes wonders and increase satisfaction” (BD1).

Additional quotes and perspectives are shown in appendix I and appendix J.

Compensation has been defined for several years as the financial returns a firm offers to its employees. According Cappelli and Rogovsky (1994) a few theories are stating a broader view by defining compensation as a bundle of valued returns, which is offered to employee as an exchange for their contributions (Cappelli and Rogovsky, 1994). Tekleab, Bartol et al. (2005) conducted two related studies that examined the effect of satisfaction with pay. The first of these studied involved a group of 228 managers, and they found that pay increases satisfaction.
7.2.2 Job design

In this study job content and routine were incorporated under the concept job design when starting the correlation test. The relationship between job satisfaction and job design at Company A showed a low positive correlation of 0.321. Conversely, Company B demonstrated a moderate positive correlation of 0.735. Indicating that job design impacts the job satisfaction level at both companies.

Also, the correlation between job design and the innovative climate was examined at both companies. At Company A, there was a low positive correlation of 0.387. While at Company B, there was a moderate positive correlation of 0.786. The results obtained from employee perceptions confirmed the relationship proposed in model two, that job satisfaction components and the innovative climate are related to each other.

Job content

Job descriptions are “documents containing job title, reporting relationships, summary of responsibilities, job span (e.g., budget, staff), primary accountabilities and responsibilities, decision-making authority; and hiring requirements (e.g. knowledge, skills, abilities, certifications, degrees)” (Stylbel, 2010 p 105).

One of the principles of human resource (HR) practice is that companies must carefully choose new workers (Gilmore and Turner, 2010). Job descriptions have been used as a tool to match characteristics of interviewees to the work culture of the company (Mader-Clark, 2008). Therefore job descriptions help in specifying what the company expects and what type of employee characteristics are required to be successful (Gilmore and Turner, 2010). This indicates the importance of implementing a clear job description for both the company and its employees.

On the employee level, job descriptions provide a clear criteria about work related issues which could enhance employee performance and satisfaction. As cited in Mader-Clark (2008), job descriptions communicate employee expectations and allow the employee to know how to excel in their work. Moreover, they enhance employee morale, measure future performance, and improve communication between employees (Mader-Clark, 2008). This study asked the question of whether employees have a clear job description or not. At both companies different findings arose. Some indicated that the descriptions were clear and some indicated otherwise. During the semi-structured interviews, the researcher observed that both companies are in a stage of
updating job descriptions. Therefore some of the departments’ job descriptions were ready and some were not. However, at Company B one of the directors indicated that a proper implementation of job descriptions would enhance job satisfaction.

“The company has enhanced job satisfaction by working on job design and job description” (BD5).

More discussion about job description from the managers’ perspectives is shown in section 5.2.3, and in appendix I and appendix J.

**Routine**

Job design theories and research in psychology and the organizational sciences have concentrated mostly on job enrichment and enlargement (Campion, 1988), or on job characteristics, such as the amount of variety, responsibility, and interpersonal relations provided by a job, and how these appear to be related to employee attitudes and behaviour (Hackman and Lawler, 1971). This structure focuses on those features of jobs that improve “psychological meaning and motivational potential, such as variety, autonomy, and task significance” (Campion, 1988 p 467). According to this study, job design was identified as the variety of tasks assigned to each employee. Job routine occurs when tasks are limited and repeated. This study proposes that job routine impacts job satisfaction. “Changes in job characteristics introduced by behavioural scientists are intended to affect the work content and the relationships of employees to their jobs and to each other” (Denise, 1977 P 18).

“The literature on job attitudes and task design was dominated by the need-satisfaction paradigm, a model which asserts that people have needs, jobs have characteristics, and job attitudes (and motivation, in some versions) result from their conjunction” (Salancik and Pfeffer, 1978 p 224). According to the need-satisfaction paradigm, job design is concerned with increasing satisfaction and performance by motivating employees.

Many scholars argued the importance of redesigning a job; however, they emphasized recognizing the role of each division to come up with appropriate changing strategies.

At Company B, three of the directors saw routine as killing creativity and negatively impacting satisfaction.

“Employees are looking for a challenging job, to experience new projects, to work with vendors and external parties this contributes to job satisfaction” (AM7)
“I think that from my past experience I just noticed that the first thing is that routine kills everything and as a most it kills creativity, and impacts the satisfaction” (BD1).

7.2.3 Teamwork
Teamwork became a main issue for many companies, and “self-managing” (p.29) teams are frequently observed as the aim of teamwork development programs (Levi and Slem, 1995). Professionals are facing pressure to perform their assigned tasks with “fewer employees, at faster speeds and with more quality and customer responsiveness creates the need for team work” (Levi and Slem, 1995 p 29). Therefore, it is important to develop employee skills that enable them to work as a team through certain programs, especially when the company policy focuses on employing fewer employees and performing tasks at a high level of quality.

It is important to understand some of the distinctions among teams as they come in a variety of types (Levi and Slem, 1995). One of the most basic differences is between a “work group and a fully functioning team” (Levi and Slem, 1995 p 30). A work group includes a set of individuals who work together to accomplish some task. “In a work group, the members share a common goal and are coordinated by a leader, but their performance is a function of individual effort which is evaluated by individual performance evaluations” (Levi and Slem, 1995 p 30). In contrast, ”a team is a small number of people with complementary skills who are committed to a common purpose, set of performance goals, and approach for which they hold themselves mutually accountable” (Katzenbach and Smith, 1993 p 112). This study focuses on the term teamwork, and not the work group term. Therefore the current study will use the Katzenbach and Smith (1993) definition.

Teams need qualified people who have the important technical and social skills to be able to operate in a team. Therefore, the human resource selection of employees is an important factor. In some cases, the need of technical and social skills can be taught. Training contains both interpersonal or team skills, and technical skills for teams that need cross-training to function (Levi and Slem, 1995). The correlation between teamwork and training was tested at both companies. For example at Company A, the result indicated a very low positive correlation of 0.195.
In addition, developing rewards for the successful team will increase the commitment to the team and provide feedback to the team on their performance (O'Dell, 1989 cited in Levi and Slem, 1995). The current study examined the correlation between teamwork and rewards and compensation at both companies. The results indicated the presence of a correlation between both variables. For example, at Company A the result was a low positive correlation of 0.476. This result indicates that both variables can be part of the job satisfaction factor.

In this study, the researcher tried to determine whether the company is supporting the use of teamwork. For example providing the appropriate training, or rewarding good teamwork. Team relations and internal relationships must be managed by the team effectively (Levi and Slem, 1995). A managed relationship between workers contributes to successful teamwork. Moreover, workers will enjoy the work more, which contributes to job satisfaction. In this study, support environment was examined with teamwork at Company A through a correlation test that indicated a low positive correlation of 0.420. Again, this finding supports the answer of RQ4.

At both companies managers stated that teamwork spirit impacts job satisfaction in the company. For example, at Company B one of the directors mentioned that,

“When employees are successful working together within a team; job satisfaction increases” (BD3).

Employee’s perceptions reflected the existence of a relationship between teamwork and job satisfaction. Additional support was found in the literature, which showed that teamwork influences job satisfaction (Sarwat et al., 2011).

A correlation test was conducted to understand employee perceptions regarding the relationship between teamwork and innovative climate. The result indicated a low positive correlation of 0.322 at Company B, while at Company A, it showed a very low positive correlation of 0.291.

7.2.4 Person fit

This study included recruitment and headcount under the concept of person fit when conducting the statistical analysis. The relationship between job satisfaction and person fit at Company A indicated a very low negative correlation of -0.225. Conversely, at Company B there was a low positive correlation of 0.511. The statistical analysis proved that person fit contributes to job satisfaction.
Moreover, when examining person fit with innovative climate at Company B, there was a result of 0.691, indicating a moderate positive correlation. However at Company A, innovative climate with person fit showed a low negative correlation of -0.422. These results indicated that person fit impacts the innovative climate in the company.

Staffing positions in firms represent one of the important human resource management practices (Judge and Ferris, 1992). Hiring a new employee from outside the company, as well as moving employees to another position internally through a promotion decision can assist with person fit. For example, “who is moved out of organizations, ideally reflect job-relevant decisions and the maximizing of critical knowledge, skills and abilities which contribute to an organization’s overall effectiveness and its competitive advantage” (Judge and Ferris, 1992 p 47). The current study noticed the great impact of the recruitment process and the ability to match skills and experiences to position. This statement was indicated by two directors and two managers from Company B (see section 5.2). As mentioned previously, person fit has a great impact on company success and development. Recruitment is of a great concern, especially when applied to this study on the telecommunication sector, as this sector depends highly on the workers’ skills and abilities.

In recent years, management researchers have expressed growing concern with the concept of person–environment (P-E) fit, because of its benefits and impacts on worker attitudes and behaviours (Lauver and Kristof-Brown, 2001). Job satisfaction, employee work involvement, career success, employee retention, and organizational commitment are factors that have been positively related to P-E fit (Bretz and Judge, 1994). Researchers have distinguished between specific kinds of fit included under the concept of P-E fit (Bretz and Judge, 1994). These include a person’s compatibility with their vocation (P-V), their organization (P-O), their job (P-J), and their co-workers or work group (P-G) (Judge and Ferris, 1992).

The current study examines the P-J fit and the P-O fit for their relevance to the study. P-J fit is defined as the match between the abilities of an individual and the requirements of a job, or the desires of an individual and what is gained from a job (Edwards, 1991 cited in Lauver and Kristof-Brown, 2001). In contrast, P-O fit is “the compatibility between people and organizations
that occurs when at least one entity provides what the other needs, they share similar fundamental characteristics, or both” (Kristof, 1996 p 4-5).

According to Lauver and Kristof-Brown (2001), P-O fit is about the match between employees and organizations goals, values and mission, whereas P-J is employees’ compatibility with a specific job.

At Company B the concept of matching employee skills with their position was discussed by some managers. As they indicated that it contributes to the overall satisfaction.

“Job satisfaction is about matching employees skills to positions. Also providing a proper compensation packages that suites employee’s capability” (BM1).

The appropriate number of employees employed at each company was argued as an important factor impacting job satisfaction in both companies. One of the managers at Company A stated that the number of employees is very important. When the employment is low, workload will increase, causing frustration and dissatisfaction among employees.

“Increasing the resourcing is critical component of job satisfaction” (AM1).

This suggests that person fit is considered to be an important factor that impacts employee satisfaction.

### 7.2.5 Culture

A persistent theme in research of international business is the idea that misunderstandings and problems occur as a result of cultural differences when negotiating and managing conflict (Maddox, 1993; Hofstede, 1980 cited in Morris et al., 1998).

As cited in Morris et al. (1998 p 729) “Cultures have different signalling languages, negotiators faced with a counterpart from another culture can easily misread a signal or transmit an unintended message”.

Usually in Jordan, the working environment contains workers which are mostly from the same culture. However, the researcher noticed that in Company B, there are some Western people working as a result of the joint venture, which happened with an international company. Also, at Company A, during the data collection stage the researcher observed that there are some foreign trainees who come from a different background. Thus, one of the directors at Company B mentioned that being from one culture facilitates the work.
“I think the social environment plays a major role, I'm not generalizing, but in Jordan in particular the social environment plays a major role, because you come from the same community, where everyone knows everyone, and this facilitates your work within the environment” (BD5).

The correlations between culture and innovative climate, and job satisfaction and culture were examined. The correlations were 0.068 and 0.495 respectively at Company A. While at Company B, the result for job satisfaction and culture was 0.438, and 0.198 for culture and innovative climate. These results indicate that culture contributes to job satisfaction, confirming it to be part of the job satisfaction factor in the model. Also, examining the relationship between culture and innovative climate at both companies provided an insight into the relationship between job satisfaction components and the innovative climate.

### 7.2.6 Management style

Management style was considered by one supervisor at Company A, and some of the directors and both managers at Company B as an important factor impacting job satisfaction.

“Management style has a significant impact on job satisfaction” (BM2)

More data is provided in chapter 6, where the correlation between management style and job satisfaction was tested. A result of 0.322 was found at Company A, suggesting a positive low correlation; however, at Company B there was a moderate positive correlation of 0.757. The data obtained via the interviews and the statistical analysis aided in verifying that management style impacts employee satisfaction level.

### 7.2.7 Common shared factors between organizational work environment and job satisfaction

The data obtained from the survey analysis supports the relationship between the organizational work environment and job satisfaction.

The relationship between job satisfaction and organizational work environment was statistically examined through running a correlation tests at Company A. The result indicated that the relationship was moderate positive correlation of 0.600.

During the semi-structured interviews, common factors occurred between job satisfaction and the organizational work environment. These common factors were organized both under study key-
themes (job satisfaction and organizational work environment according to the literature support), and under the researcher perceptions.

Looking at these commonalities confirms the correlation between job satisfaction and the organizational work environment. These commonalities are illustrated in Table 7.2.

**Table 7.2 Commonalities between organizational work environment and job satisfaction**

<table>
<thead>
<tr>
<th>Organizational work environment</th>
<th>Job satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company A / Company B</td>
<td>Company A/ Company B</td>
</tr>
<tr>
<td>• Rewards and compensations/ Monetary and non-monetary rewards</td>
<td>• Rewards and compensations/ Monetary and non-monetary rewards</td>
</tr>
<tr>
<td>• Job content</td>
<td>• Job content</td>
</tr>
<tr>
<td>• Teamwork</td>
<td>• Teamwork</td>
</tr>
<tr>
<td>• Routine</td>
<td>• Routine</td>
</tr>
<tr>
<td>• Physical work environment</td>
<td>• Physical work environment</td>
</tr>
<tr>
<td>• Training</td>
<td>• Training</td>
</tr>
<tr>
<td>• Rotation</td>
<td>• Rotation</td>
</tr>
<tr>
<td>• Delegation</td>
<td>• Delegation</td>
</tr>
<tr>
<td>• Progression and monitoring plans</td>
<td>• Progression and monitoring plans</td>
</tr>
<tr>
<td>• Satisfaction</td>
<td>• Work environment</td>
</tr>
<tr>
<td></td>
<td>• Support environment</td>
</tr>
</tbody>
</table>

7.3 The relationship between innovative climate, organizational work environment and job satisfaction

One of the main research questions of this study was to find out whether a relationship exists between organizational work environment, job satisfaction and innovative climate.

During the semi-structured interviews, managers were asked in both companies if they believe whether such a relationship exists. All of them asserted that innovative climate is an outcome of a positive relationship between organizational work environment and job satisfaction (see chapter 5). Also a regression analysis was done to examine this relation at Company A, which further supported that a relationship exists, as the result was 0.202.
7.4 Innovative climate

The importance of innovation is recognized as a necessary ingredient for the long-term survival of organizations, especially if they wish to remain competitive (Roberts, 1998). Innovation “provokes continuing interest among social scientists and practitioners alike” (Scott and Bruce, 1994 p 580).

As the foundation of innovation is ideas, and it is individuals who “develop, carry, react to, and modify ideas” (Van de Ven, 1986 p 580), studying what motivates employees to innovate is considered to be an important issue (Scott and Bruce, 1994). West and Farr (1990 cited in Scott and Bruce, 1994) noted that there has been limited interest paid to innovation at the person and group levels. This study highlighted issues related to creating an innovative climate that supports and enhances employee attitudes toward innovation.

According to Hummin (2001), innovation can be defined in different ways, depending on the topic of the study; however, the general definition of innovation would be any new idea perceived by a person or a system. Hummin (2001) also defined innovation as a tool for improving agency performance, based on a selection of cases submitted by the services staff as their most innovative programs. Organizational climate for innovation can be defined as the degree to which the values and norms of a company focus on innovation (West and Wallace, 1991; West and Anderson, 1996).

According to this study, innovative climate is described as the organizational climate which provides the appropriate conditions for employees to innovate, these conditions being providing a positive work environment and reaching employee satisfaction. It could be suggested that innovation covers the entire range of activities involved with providing satisfactory return to the business and providing value to the customer. Despite an increasing interest among practitioners and the growing innovation literature, there is still a lack of cross-national research on the formulation of innovative climate.

In this study, managers at both companies were asked during the semi-structured interviews what factors they believed contribute to fostering innovation. The answers revealed different factors, which are illustrated in Table 7.3 below. These factors were used to modify model number two and come up with the final model, which is the innovative climate model. Some of these factors were examined statistically with the innovative climate, through conducting correlation analysis.
at both companies (see sections 6.7.4 and 6.8.2), as they appeared as factors impacting job satisfaction and the organizational work environment. However, only two were not statistically examined, which were competition and personal behaviour. The results from the semi-structured interviews contributed to understanding managers’ perceptions regarding components that contribute to the innovative climate at both companies.

Table 7.3 Factors influencing innovative climate at the participating companies

<table>
<thead>
<tr>
<th>Company A Managers</th>
<th>Company B Directors</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Rewards and compensations</td>
<td>• Support environment</td>
</tr>
<tr>
<td>• Teamwork</td>
<td>• Rewards and compensations</td>
</tr>
<tr>
<td>• Fair work distribution</td>
<td>• Management style</td>
</tr>
<tr>
<td>• competition</td>
<td>• Training</td>
</tr>
<tr>
<td>• Learning</td>
<td>• Physical work environment</td>
</tr>
<tr>
<td>• Management style</td>
<td>• Team work</td>
</tr>
<tr>
<td>• Training</td>
<td></td>
</tr>
<tr>
<td>• Personal behaviour</td>
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</tr>
<tr>
<td>• Job design</td>
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</table>

<table>
<thead>
<tr>
<th>Supervisors</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Training and learning</td>
<td>• rewards and compensations</td>
</tr>
<tr>
<td>• Rewards</td>
<td>• training</td>
</tr>
<tr>
<td>• Management style</td>
<td></td>
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</tbody>
</table>

7.5 Theoretical contribution

This research contributes to the body of knowledge by developing the innovative climate model that illustrates factors relevant to creating an innovative climate in an organization. This study is arguably the first of its kind investigating such factors related to creating innovative climate in the telecommunication sector in Jordan. The presence of an innovative climate was proposed to be the result of a positive relationship between the organizational work environment and job satisfaction. The study established model one from three motivation theories [Herzberg’s motivation-hygiene theory (Ramlall, 2004), equity theory (Ramlall, 2004) and goal-setting theory (Francesco and Gold, 2005)] in the literature, which had three main components emerged:

- Organizational work environment: combing two factors which were learning environment and support environment.
• Job satisfaction: combining four factors which were job content, career development, salary, and work hours.
• Innovative climate.

This literature lead to model 1, p7-8. Interview questions were then designed on model one and the results gained from the semi-structured interviews aided in developing model two. The development of model two was based on the findings from managers’ perceptions in regards to what factors contribute to creating a positive work environment and satisfying employees. Model two contains variables dealing with:

1- Organizational work environment, consisting of the following three main components:
   • Support environment: the support environment had two main factors which are:
     o Physical work environment, and
     o Psychological work environment, which had an additional two components:
       ▪ communication, and
       ▪ encouragement.
   • Learning environment, [expanded component] which consisted of three main factors:
     o Learning
     o Training, and
     o Rotation.
   • Organizational working structure [ an additional component]
     o Policy
     o Progression and monitoring plans [moved from job satisfaction]
     o Process
     o Communication
     o Supportive leadership
     o Flexible working hours [moved from job satisfaction]
     o Transparency, and
     o Delegation

2- Job satisfaction, which contained:
   • Rewards and compensations [ previously salary]
   • Culture [ new factor]
- Routine [new factor]
- Job content
- Recruitment [new factor]
- Management style [new factor]
- Head counts, and [new factor]
- Teamwork. [new factor]

The innovative climate model was developed through comparing results obtained from managers perceptions of factors contributes to fostering innovation with model two (see section 7.4).

This study has contributed to knowledge, in its process of reflecting managers perceptions on what factors impact the innovative climate in the company. The reported findings from examining the relationships in model two supported the literature. For example, the study reported that a positive relationship between work environment and innovative climate exists. This result is reinforced in the literature. Amabile, Conti et al. (1996) stated that managers at all levels who aim to foster innovation within their company can do so, not only by paying attention to what sort of employee they hire but also to the environment they create for this potentially creative individuals. Also Shalley, Gilson et al. (2000) tested the degree to which work environment are structured to complement the creative requirements of the work. The analysis “indicated that proximal job characteristics were more strongly related with and perceptual measure of job-required creativity than were distal organizational characteristics” (Shalley, Gilson et al. 2000 p 215). Moreover, higher job satisfaction and lower intentions to leave were found for employees whose work environments complemented the creative requirements of their work. This result confirms that job satisfaction is impacted positively by the work environment supporting the result obtained in the current study (Shalley, Gilson et al. 2000). Moreover the relationship between aggregate job satisfaction and organizational innovation was tested “The results revealed that aggregate job satisfaction was a significant predictor of subsequent organizational innovation, even after controlling for prior organizational innovation and profitability” (Shipton, West et al. 2006 p 404). Insuring that, job satisfaction impacts innovation at the two examined companies. More studies were addressed to prove the proposed relationships in model one (see section 2.4.5).
Results of this study suggest that the positive relationship between work environment and job satisfaction improves the innovative climate in the company context. It is assumed that this relationship has not been addressed before in the literature, especially in the context of the telecommunication sector in Jordan.

Personal behaviour was addressed as independent variable impacts innovative climate in the company. Although, the relationship was not tested in the current research, the literature confirmed this finding for example “According to conventional wisdom, creativity is something done by creative people” (Amabile, Conti et al. 1996 p 1).

The literature and the foundation theories of the study, Herzberg’s motivation-hygiene theory (Ramlall, 2004), equity theory (Ramlall, 2004) and goal-setting theory (Francesco and Gold, 2005) (see section 2.4) provided the framework towards a better interpretation of the research findings. The findings of this study are consistent with the implications of the consolidation of the above three theories. Any one of the three theories taken individually could not identify all the relevant factors that has been identified as impacting an innovative climate.

This research provided an opportunity to update the organisational characteristics in relation to enhancing the job satisfaction and the work environment in both companies. For instance the study combined several factors found to be key component of creating a positive work environment, job satisfaction and innovative climate. These factors were also supported by the literature review in previous studies (see section 2.1.14, 2.2.6, 2.3.4).

In addition to the above theoretical contributions, this study contributes to methodology by applying mixed method approach that allowed integration of qualitative and quantitative views from the early stage till the end. For example, the survey format was partially based on findings obtained from the interview results, and the research findings were interpreted by drawing on data from both the interview data and survey questionnaire.
7.6 Final study model
As shown in Table 7.3, the researcher was able to identify important factors that contribute to the innovative climate. As shown below in Figure 7.4, innovative climate is impacted by three main factors which are: personal behaviour; job satisfaction; and organizational work environment. However, job satisfaction also contains rewards and compensations, teamwork, job design, management style and fair work distribution. Additionally, organizational work environment contained two main components, which each had sub-components. These were as shown below:

- Learning environment, which contained learning and training, and
- Support environment, which contained physical work environment and psychological work environment (which in turn contained competition).

A summary is provided to show what is meant by each variable from all managerial views at both companies as shown in the paragraphs below.

**Personal behaviour**
This term emerged in section 5.3.1, at Company A, and explained that innovation is a personal behaviour, which means that whether an employee is innovative or not depends on the individual behaviour of that employee. This emphasized that no one can push or teach employees to be creative. Employees should have the capabilities, skills, and willingness to innovate.

**Job satisfaction**
Summarizing all managerial levels’ perspectives regarding factors related to job satisfaction and impacting the innovative climate at both companies, results in the following list of factors:

- Rewards and compensations: provides monetary and non-monetary rewards and salary.
- Teamwork: enhances employee’s creativity and improves work performance.
- Management style: empowers employees.
- Job design: provides clear ideas about work responsibilities, and clear action plans and structure.
- Fair work distribution: ensures fair work load distribution.

**Organizational work environment**
This section concludes what was meant by each of the emerging components of the organizational work environment that contribute to the innovative climate.

- **Learning environment contained:**
  - Learning: learning inside the company through exposing employees to new projects.
  - Training: investing in employees and training them impacts innovation at the company.

- **Support environment contained:**
  - Physical work environment: providing the appropriate surroundings.
  - Psychological work environment (containing competition): Providing a competing environment that encourages employees to innovate.
7.7 Implication of findings for practices

There are two key outcomes of this research. First, to identify and gain further insight into, the impact of job satisfaction and positive work environment on creating an innovative climate at two companies in the telecommunication industry in Amman/Jordan. Second, to develop a model from a comparison conducted between managers perspectives from both companies on what components of job satisfaction and organizational work environment contribute to an innovative climate. The following implications for industry and in particular managerial are indicated by this study:

- Insight is given into the consequences of implementing an innovative climate through creating a positive work environment and job satisfaction through examples from both companies in the telecommunication industry.

- Also insight has produced an innovative climate model that will assist other companies in the industry or companies that intend to implement an innovative climate through raising satisfaction and developing positive work environment.

- It will help companies by identifying which factors contribute to employee satisfaction and organizational work environment, and this should be implemented.

In order to enhance the innovative climate in the organization; management should also adopt the following communications and employment strategies.

- Deploy a strategy that fosters innovation by developing a shared vision in regard to continual improvement and learning. Involvement of people of all levels in creating such a vision, will significantly improve the buy in and form a strong base for long term innovative goals and initiatives, that can be cascaded down to units, teams, and
individuals. This strategy can be elevated by adopting supportive values such as transparency, people involvement, and learning.

- **Support people with the needed resources** to smooth the learning and innovation process; infrastructure, human resources, technology, funding learning and training initiatives. Such resources should fulfill not only the current needs, but also the future innovative goals.

- **Implement Human Resource policies** that support innovation culture among organization’s people; such as team work, knowledge share, communication, and delegation of authority. Such policies when well implemented can stimulate the individual and team energy towards innovation.

- Adopt recognition and rewarding schemes that **recognize and celebrate individual’s and team’s contributions**. Team recognition can significantly influence the organization’s culture transforming it into a team focused culture, which utilizes the variety of personal attributes and behaviors in a systematic innovative frame. Progression planning should also be linked to the rewarding scheme.

- Implement innovative **changes to job design and work environment**; flexi working hours and job rotation could minimize routine, improve learning, enhance work relationships, and improve morale towards innovation. Less hierarchical communication is also recommended to facilitate and empower knowledge sharing and the exchange of ideas.

- Encourage leadership style that **role model learning and innovation**; managers’ leadership behaviors should always be monitored and reviewed in light of their impact on the organizational culture. Training for managers and leaders can significantly improve the overall innovation climate.

- **Establish measures to evaluate the success of the implemented approaches** to positively influence the innovation plans and initiatives. Measures could reflect the strengths and weaknesses of the adopted practices and highlight the areas where
improvements are required. Example of such measures are: People satisfaction, people involvement in teams and suggestion schemes, turnover, return on investment (ROI) and effectiveness of training programs. Strategies and processes should be continually reviewed and amended to achieve better results.

If implemented the above actions will lead to the following outcomes, not only for the companies concerned but also for the wider economy.

- Enhancing not only the company performance and satisfy the employees, but will also increase customer satisfaction, as they will receive better service.

- The development of the country’s economy, which would result if a positive outcome occurs from implementing the study model. Especially when considering that the telecommunication industry plays a major role in Jordan’s economy.

### 7.8 Limitations

The delimitations of the study were described in detail in section 1.7. Criticism of comparative case study based research is acknowledged, including that the researcher’s own bias and interpretative frames may have impacted the direction and analysis of the findings of the research.

The study was performed on two selected companies from the telecommunication industry in Jordan/Amman, and the model was developed through a comparative case study approach as mentioned previously. Therefore the ability to generalize the findings on to other companies or to other sectors in the country is somewhat difficult, as the findings reflect the specific employee’s opinions in the examined companies only.

Due to the sensitive information provided to the researcher, the companies were identified as Company A and B. This was a requirement from both companies to ensure confidentiality.
7.9 Areas of future research

Areas for future research implied by this study fall in three areas:

1- Validation of the proposed model.
2- Expansion of the model
3- Extension of the model.

**Validation**

- To test the final model, this included two new variables from the examined companies that were not examined. The reapplication of the model on both companies will provide further evidence of the stability of the model, in defining the major components of the innovative climate in this industry.

- To assess the usefulness of the final study model on the company performance, customer satisfaction. Future studies can look for relationships between the model and variables of organizational performance such as profitability, return on investment. Similarly studies can be conducted to look for relationships between the model and the variable of customer satisfaction.

**Extension**

- To extend the model to other industries, for example the manufacturing industry, or the electricity industry. Industries are under the pressure to deliver cost effective and efficient products. Innovative climate is required for such delivery. The model can be very relevant to guide such industries about factors facilitating the innovative climate.

- To extend the model to the other companies in the telecommunication industry, which were not tested in the study. The extension could be done on two levels, the first one on the other Jordanian telecommunication companies to get generalise view of the industry. The second one can be applied on the telecommunication industry in other countries, to learn about other possible variables that can impact the innovative climate.

**Expansion**

- The model has presented findings in the new area of learning environment, organizational working structure, Support environment, job satisfaction and personal behaviour. Further work should be undertaken to determine if the factors presented represent an exhaustive list of the dimensions of these areas.
This chapter has highlighted the overall findings of the research conducted. The overarching aim of this study was to explore whether innovative climate is an outcome of a positive relationship between the organizational work environment and job satisfaction in the telecommunication industry in Jordan.

This included discussing the study model variables according to the literature review, manager’s perceptions, and results gained from the statistical analysis of the survey. This process aided in answering the research questions of the study and the development of the final study model.

Finally, the implications of the research outcomes were discussed, and potential areas for future research were identified.
References


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# Appendix A - Interview Question Structure

<table>
<thead>
<tr>
<th>What do managers perceive to be the key components of a positive work environment</th>
<th>What do managers perceive to be the key components of job satisfaction</th>
<th>What do managers perceive to be the key components of an innovative climate?</th>
</tr>
</thead>
</table>
| What is your perception about a positive work environment?  
How would you describe your work environment?  
What components are critical to producing a positive work environment?  
Please indicate if any of the following are critical:  
a. Teamwork?  
b. Job Rotation?  
c. Training?  
d. Delegated Authority?  
e. Rewards/ Compensation? – monetary or non-monetary?  
f. Support environment  
Are any of these measures used?  
From your experience, can you provide examples of a positive work atmosphere?  
From your experience, can you provide examples a negative work atmosphere?  
What have you enjoyed most about working in your department/ this organization?  
What have you enjoyed least about working in your department/ this organization? | How do you define job satisfaction?  
What current/ past job characteristics are important for you/ your employees’ job satisfaction? Has this changed over time?  
Could you provide examples of what your organization/ department does to enhance job satisfaction (motivate your employees)?  
Does your organization measure job satisfaction? – How?  
What does your organization provide to its employees in terms of benefits? (All employee benefits/ benefits based on seniority)  
How does your organization/ this department compensate (monetary and non monetary) its employees at all levels?  
Could you have a look at this model (show exploratory model) and comment whether any additional variables would be worthwhile to be examined?  
Do you have a clear job description? Do all employees in the organization have clear job descriptions?  
Do all employees in your organization have clear progression, monitoring plans? | What do you understand by the term “innovative climate”?  
How do you foster innovation and innovative growth within your department / this organization?  
How do you measure innovative output? Do employees get rewarded for innovative efforts? Can you provide some examples?  
What kind of “innovative output” was produced by your department/ this organization recently? Can you provide examples?  
Who is involved in the innovative “think tank”? (where decisions/ brainstorm activities are performed)  
Do you believe that job satisfaction and a positive work environment lead to increased innovative climate? |
Appendix B - Ethics Approval Notification

From: Kay Buckley
Sent: Tuesday, 28 September 2010 3:22 PM
To: Terry Sloan
Subject: HREC Notification of Approval H8493

Notification of Approval
29 September 2010
Email on behalf of the UWS Human Research Ethics Committee
Dear Terry
I'm writing to advise you that the Human Research Ethics Committee has agreed to approve the project.

Title: The Impact of Employee Perceptions of Organisational Work Environment and Job Satisfaction on Innovation Climate

H8493 Student: Rawan Abukhait (Supervisor: Associate Professor Terrence Sloan)

The Protocol Number for this project is H8493. Please ensure that this number is quoted in all relevant correspondence. Please note the following:
1) The approval will expire on 30/6/2013. If you require an extension of approval beyond this period, please ensure that you notify the Human Ethics Officer humanethics@uws.edu.au prior to this date.
2) Please ensure that you notify the Human Ethics Officer of any future change to the research methodology, recruitment procedure, set of participants or research team.
3) If anything unexpected should occur while carrying out the research, please submit an Adverse Event Form to the Human Ethics Officer. This can be found at http://www.uws.edu.au/research/researchers/ethics/human_ethics/human_ethics_adverse_eventend_of_project_report
4) Once the project has been completed, a report on its ethical aspects must be submitted to the Human Ethics Officer. This can also be found at http://www.uws.edu.au/research/researchers/ethics/human_ethics/human_ethics_adverse_eventend_of_project_report

Finally, please contact the Human Ethics Officer, Kay Buckley on (02) 4736 0883 or at k.buckley@uws.edu.au if you require any further information.

The Committee wishes you well with your research.
Yours sincerely

Associate Professor Janette Perz
Chair, UWS Human Research Ethics Committee

Kay Buckley
Human Ethics Officer
University of Western Sydney
Locked Bag 1797, Penrith Sth DC NSW 1797
Tel: 02 47 360 883
Appendix C - Confidential agreement form

Confidential agreement

Dear Sir/Madam,
This agreement is made to assure that any information provided by the researcher to the transcriber has to remain confidential. Thus the transcriber must mind that any information heard/transcribed will not be used for another purpose or cycled for others.

Researcher name:.........................................................
Researcher signature: ...................................................

Transcriber name:..........................................................
Transcriber signature:.....................................................
Appendix D - Example of thematic analysis and survey mapping table

**Thematic analysis**

The table below provides an overview of the tables were designed to analyze the interviewee responses and to come up with identified Key-themes, themes and sub-themes.

### Job satisfaction

**Directors level:**

**Director: BD7**

<table>
<thead>
<tr>
<th>Director Code</th>
<th>Code</th>
<th>Quotes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAH</td>
<td>Job satisfaction</td>
<td>“Job satisfaction includes job design, Autonomy the way you treat your employees”</td>
</tr>
</tbody>
</table>

**Identified themes**

1. **Job satisfaction includes:**
   1. Autonomy
   2. Job design
   3. Salary and position
   4. Rewards and compensation
   5. Physical work environment
   6. Title “Culture”
   7. Appraisal
   8. Benefits
   9. Fairness
   10. Progression and monitoring plans
Survey mapping table
The table below allowed the researcher to relate each survey question to each theme, sub-theme and sub-theme components in the study

<table>
<thead>
<tr>
<th>Author</th>
<th>Question</th>
<th>Survey Q/N</th>
<th>Theme</th>
<th>Research Question</th>
<th>Variable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scot</td>
<td>Personnel shortages inhibit innovation within the company.</td>
<td>52</td>
<td>Job Satisfaction</td>
<td>RQ2</td>
<td>head counts</td>
</tr>
<tr>
<td>Spector</td>
<td>People are promoted as fast here as they do in other companies.</td>
<td>19</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>progression and monitoring plans</td>
</tr>
<tr>
<td>Levi</td>
<td>My team’s work is evaluated by management using fair and objective criteria.</td>
<td>20</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>progression and monitoring plans</td>
</tr>
<tr>
<td>Levi</td>
<td>The organization provides adequate feedback to the team on its performance.</td>
<td>21</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>Communication</td>
</tr>
<tr>
<td>Levi</td>
<td>My team often has difficult relations with other parts of the company.</td>
<td>6</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>Communication</td>
</tr>
<tr>
<td>Levi</td>
<td>It is Up to the team to regulate its own behavior in this company</td>
<td>29</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>Delegation</td>
</tr>
<tr>
<td>Levi</td>
<td>The leader of my team retains control over most major team decisions</td>
<td>30</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>Delegation</td>
</tr>
<tr>
<td>Chen</td>
<td>Working with competent colleagues in this company</td>
<td>7</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>encouragement</td>
</tr>
<tr>
<td>Amabile</td>
<td>New ideas are encouraged in this company</td>
<td>8</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>encouragement</td>
</tr>
<tr>
<td>Amabile</td>
<td>People are encouraged to solve problems creatively in this company.</td>
<td>9</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>encouragement</td>
</tr>
<tr>
<td>Carlopio, changes by rawan</td>
<td>Working hours are scheduled in a flexible manner in this company</td>
<td>27</td>
<td>Organizational Work environment</td>
<td>RQ1</td>
<td>Flexible working hours</td>
</tr>
<tr>
<td>Scot</td>
<td>the rewards system within this company encourages innovation</td>
<td>69</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Scot</td>
<td>There are adequate resources devoted to innovation within company</td>
<td>70</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Spector</td>
<td>My efforts to do a good job are seldom blocked by red tape.</td>
<td>71</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Scot</td>
<td>Lack of funding to investigate</td>
<td>72</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Name</td>
<td>Statement</td>
<td>Score</td>
<td>Job Satisfaction</td>
<td>Research Question</td>
<td>Organizational Environment</td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------------------</td>
<td>-------</td>
<td>-------------------</td>
<td>--------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Scot</td>
<td>The organization allows me free time to pursue creative ideas during the workday.</td>
<td>73</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Spector</td>
<td>I sometimes feel my job is meaningless.</td>
<td>57</td>
<td>job satisfaction</td>
<td>RQ2</td>
<td>Job content</td>
</tr>
<tr>
<td>Spector</td>
<td>Work assignments are not fully explained in this company.</td>
<td>58</td>
<td>job satisfaction</td>
<td>RQ2</td>
<td>Job content</td>
</tr>
<tr>
<td>Levi</td>
<td>My team performs tasks well suited for team work.</td>
<td>59</td>
<td>job satisfaction</td>
<td>RQ2</td>
<td>Job content</td>
</tr>
<tr>
<td>Levi</td>
<td>Participating in the team has helped to develop my professional skills in the company.</td>
<td>10</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Learning</td>
</tr>
<tr>
<td>Amabile</td>
<td>This organization has a good mechanism Ideas</td>
<td>61</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Management style</td>
</tr>
<tr>
<td>Amabile</td>
<td>I feel that upper management is enthusiastic</td>
<td>62</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Management style</td>
</tr>
<tr>
<td>Scot</td>
<td>The best way to get along in this organization is to think the way the rest of the group does</td>
<td>63</td>
<td>Job Satisfaction</td>
<td>RQ2</td>
<td>management style</td>
</tr>
<tr>
<td>Vartia</td>
<td>Problems at work and differences of opinion are discussed openly in this company.</td>
<td>64</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Management style</td>
</tr>
<tr>
<td>Carlopio , changes by rawan</td>
<td>Lighting at my work is adequate</td>
<td>1</td>
<td>Organizational work environment,</td>
<td>RQ1</td>
<td>Physical work environment</td>
</tr>
<tr>
<td>Carlopio , changes by rawan</td>
<td>The provided facilities at work place are clean</td>
<td>2</td>
<td>Organizational work environment,</td>
<td>RQ1</td>
<td>Physical work environment</td>
</tr>
<tr>
<td>Carlopio , changes by rawan</td>
<td>I find the size of the eating facility is satisfactory in the company.</td>
<td>3</td>
<td>Organizational work environment,</td>
<td>RQ1</td>
<td>Physical work environment</td>
</tr>
<tr>
<td>Carlopio , changes by rawan</td>
<td>The size of the cafeteria is conducive for informal communication between employees</td>
<td>4</td>
<td>Organizational work environment,</td>
<td>RQ1</td>
<td>Physical work environment</td>
</tr>
<tr>
<td>Rawan</td>
<td>open offices increases communication between employees in the company</td>
<td>5</td>
<td>Organizational work environment,</td>
<td>RQ1</td>
<td>Physical work environment</td>
</tr>
<tr>
<td>Scot</td>
<td>The main function of members In this company is to follow instructions from upper management</td>
<td>15</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Policy</td>
</tr>
<tr>
<td>Name</td>
<td>Statement</td>
<td>Page</td>
<td>Category</td>
<td>Question</td>
<td>Area</td>
</tr>
<tr>
<td>-----------</td>
<td>------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>------</td>
<td>----------------------------------------------</td>
<td>----------</td>
<td>-----------------</td>
</tr>
<tr>
<td>Scot</td>
<td>This company can be described as flexible and continually adapting to change.</td>
<td>16</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Policy</td>
</tr>
<tr>
<td>Rowden</td>
<td>Goals of company are not clear to me.</td>
<td>17</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Policy</td>
</tr>
<tr>
<td>Rowden</td>
<td>Rules and procedures in this company make doing a good job difficult.</td>
<td>18</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Policy</td>
</tr>
<tr>
<td>Spector</td>
<td>I find I have to work harder at my job because of the incompetence of people I work with.</td>
<td>60</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Recruitment</td>
</tr>
<tr>
<td>Churchill, Jr</td>
<td>I have a good chance for promotion in the company.</td>
<td>39</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Churchill, Jr</td>
<td>Regular promotions are the rule in this company.</td>
<td>40</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>I feel I am being paid fairly for the work I do in the company.</td>
<td>41</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>Those who do well on the job stand a fair chance of being promoted in the company.</td>
<td>42</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>The benefits we receive are as good as most other organizations offer.</td>
<td>43</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>I do not feel that the work I do is appreciated.</td>
<td>44</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>There are few bonuses for those who work here.</td>
<td>45</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Spector</td>
<td>I feel satisfied with my opportunities for salary increases.</td>
<td>46</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Levi</td>
<td>My performance evaluation is strongly influenced by my contribution to the team.</td>
<td>47</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Chen,</td>
<td>annual bonus based on individual performance in the company.</td>
<td>48</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Chen,</td>
<td>Stock awards are given for individual achievement in this company.</td>
<td>49</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Chen,</td>
<td>Achievement recognized in newsletters, magazines… etc. in this company.</td>
<td>50</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Chen,</td>
<td>Small values non- cash award (e.g. dinner, ticket…) are</td>
<td>51</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Rewards and compensations</td>
</tr>
<tr>
<td>Author</td>
<td>Statement</td>
<td>Participant</td>
<td>RQ</td>
<td>Leadership Type</td>
<td></td>
</tr>
<tr>
<td>--------</td>
<td>-----------</td>
<td>-------------</td>
<td>----</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Campion</td>
<td>I’m in favor of job rotation for training and development</td>
<td>11</td>
<td>Organizational work environment</td>
<td>Rotation</td>
<td></td>
</tr>
<tr>
<td>Campion</td>
<td>I would be interested in rotating to another department in the near future in this company.</td>
<td>12</td>
<td>Organizational work environment</td>
<td>Rotation</td>
<td></td>
</tr>
<tr>
<td>Amabile</td>
<td>I feel that I am working on important Projects</td>
<td>54</td>
<td>Job satisfaction</td>
<td>Routine</td>
<td></td>
</tr>
<tr>
<td>Amabile</td>
<td>The tasks in my work are challenging.</td>
<td>55</td>
<td>Job satisfaction</td>
<td>Routine</td>
<td></td>
</tr>
<tr>
<td>Chen</td>
<td>I have opportunities to initiate a new projects or activities within the company.</td>
<td>56</td>
<td>Job satisfaction</td>
<td>Routine</td>
<td></td>
</tr>
<tr>
<td>Spector</td>
<td>I work well with my supervisor.</td>
<td>22</td>
<td>Organizational work environment</td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td>Spector</td>
<td>My supervisor shows too little interest in the feelings of subordinates.</td>
<td>23</td>
<td>Organizational work environment</td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td>Scot</td>
<td>Our ability to function creatively is respected by the leadership</td>
<td>24</td>
<td>Organizational work environment</td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>When the team is having a problem, someone is available for consultation advice.</td>
<td>25</td>
<td>Organizational work environment</td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>The leader of my team helps to facilitate the team’s interactions.</td>
<td>26</td>
<td>Organizational work environment</td>
<td>Supportive leadership</td>
<td></td>
</tr>
<tr>
<td>Amabile</td>
<td>There is a generally cooperative and collaborative atmosphere in this company.</td>
<td>34</td>
<td>Job satisfaction</td>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>The company is supportive of the use of team work.</td>
<td>35</td>
<td>Job satisfaction</td>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>My team has clear direction and goals.</td>
<td>36</td>
<td>Job satisfaction</td>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>using a team has been an effective way to perform tasks in the company</td>
<td>37</td>
<td>Job satisfaction</td>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Levi</td>
<td>I enjoy working with my team and would want to work in the future.</td>
<td>38</td>
<td>Job satisfaction</td>
<td>Team work</td>
<td></td>
</tr>
<tr>
<td>Churchill, Jr</td>
<td>The company has a well-planned training program.</td>
<td>13</td>
<td>Organizational work environment</td>
<td>Training</td>
<td></td>
</tr>
<tr>
<td>Name</td>
<td>Statement</td>
<td>Code</td>
<td>Environment</td>
<td>RQ</td>
<td>Dimension</td>
</tr>
<tr>
<td>--------</td>
<td>---------------------------------------------------------------------------</td>
<td>------</td>
<td>------------------------------</td>
<td>-----</td>
<td>------------</td>
</tr>
<tr>
<td>Levi</td>
<td>Whenever the team needs new skills, more training is available to us.</td>
<td>14</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Training</td>
</tr>
<tr>
<td>Spector</td>
<td>I often feel that I do not know what is going on with the organization.</td>
<td>28</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Transparency, policy</td>
</tr>
<tr>
<td>Rawan</td>
<td>Management processes take too long in this organization.</td>
<td>31</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Process</td>
</tr>
<tr>
<td>Rawan</td>
<td>Management processes are too complicated in this company.</td>
<td>32</td>
<td>Organizational work environment</td>
<td>RQ1</td>
<td>Process</td>
</tr>
<tr>
<td>Rawan</td>
<td>I work in a creative environment.</td>
<td>74</td>
<td>Innovative climate</td>
<td>RQ3</td>
<td>Innovative climate</td>
</tr>
<tr>
<td>Rawan</td>
<td>Common culture improves the work environment in this company.</td>
<td>65</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Culture</td>
</tr>
<tr>
<td>Rawan</td>
<td>There is a good match between the company culture and the culture of the employees.</td>
<td>66</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Culture</td>
</tr>
<tr>
<td>Rawan</td>
<td>A multicultural workforce improves job satisfaction.</td>
<td>67</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Culture</td>
</tr>
<tr>
<td>Rawan</td>
<td>Lack of resources inhibits innovation in this company.</td>
<td>53</td>
<td>Job satisfaction</td>
<td>RQ2</td>
<td>Headcount</td>
</tr>
</tbody>
</table>
Appendix E - Letter to Participants

Dear Sir/Madam,
I would be grateful if you contribute in answering my survey questionnaire, which is about the impact of employee perceptions of organizational work environment on innovative climate. Anticipated results will allow the researcher to provide practical contributions that may benefit the employees/company. Your participation in this survey will be highly appreciated. Once again, I would like to thank you for your participation and assure that any information provided will remain confidential.

Regards
Rawan Abukhait
Amman: +962795647606.
Australia: +61406933492.
Appendix F - Survey Questionnaire

This research aims to investigate the impact of organizational work environment and job satisfaction on innovative climate in Jordanian companies. It is designed to understand what factors contribute to creating an innovative climate, focusing on the telecommunication industry. This research intends to provide information to companies to help them attain and improve their innovative climate.

The survey is organized in to two sections:
Section one: Demographic information in terms of gender, age, educational level, experience and salary. To help me classify the answers received.
Section two: This section has three parts, focusing on Organizational work environment, Job satisfaction and Innovative climate.

In each part you are asked to indicate your opinion by ticking “✔” within the scale 1-7 for each of the questions. Also open questions are asked to ensure that the survey has covered every possible factor. In answering every question please indicate the answer which best describes your feelings and beliefs in your present situation in your company.

Section one:
1. Demographics Information
   (1) Gender
      Male □ Female □

   (2) Age
      Less than 30 years □ Between 30 – 40 Years □
      Between 41 – 50 years □ Above 51 Years □

   (3) Educational Level
      High Diploma □ BSc and Less □
      Master □ PhD □

   (4) Experience
      Less than 5 years □ Between 5 – 10 Years □
      Between 11 – 15 years □ Above 16 Years □

   (5) Salary
      Less than 300 JD □ Between 300 – 500 JD □
      Between 600 – 800 JD □ Above 900 JD □
Section Two:

2.1 Organizational work environment

In this study organizational work environment consists of three major components which are, support environment, learning environment and organizational working structure. In the view of these components please indicate the answer that best reflects the company you work in.

2.1.1 Support environment

The support environment consists of both the physical work environment and the psychological environment.

2.1.1.1 Physical work environment

1. Lighting at my work place is adequate

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

2. The provided facilities at my work place are clean.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

3. The size of the eating facility is satisfactory in this company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

4. The size of the cafeteria is conducive for informal communication between employees.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

5. Open offices increases communication between employees in this company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

2.1.1.2 Psychological work environment

6. My team often have difficult work relations with other parts of the company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>
7. I am working with competent colleagues in this company.

8. New ideas are encouraged in this company.

9. People are encouraged to solve problems creatively in this company.

2.1.2 Learning environment

10. Participating in a team has helped to develop my professional skills in this company.

11. I’m in favour of job rotation for training and development.

12. I would be interested in rotating to another department in the near future in this company.

The company has a well-planned training program.

14. Whenever the team needs new skills, more training is available to us.
2.1.3 Organizational working structure

15. The main function of members in this company is to follow instructions from upper management.

16. This company can be described as flexible and continually adapting to change.

17. The goals of company are not clear to me.

18. Rules and procedures in this company make doing a good job difficult.

19. People are promoted as fast here as they are in other companies.

20. My team's work is evaluated by management using fair and objective criteria.

21. This organization provides adequate feedback to the team on its performance.

22. I work well with my supervisor.

23. My supervisor shows too little interest in the feelings of subordinates.
24. Our ability to function creatively is respected by the leadership.

25. When the team is having a problem, someone is available for consultation advice.

26. The leader of my team helps to facilitate the team’s interactions.

27. Working hours are scheduled in a flexible manner in this company.

28. I often feel that I do not know what is going on with the organization.

29. It is up to the team to regulate its own behavior in this company.

30. The leader of my team retains control over most major team decisions.

31. Management processes take too long in this organization.

32. Management processes are too complicated in this company.
33. Please indicate any other factors that you think contribute to a positive work environment?

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………………………………………………………………………………………………

2.2 Job satisfaction

34. There is a generally cooperative and collaborative atmosphere within this company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

35. This company is supportive of the use of team work.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

36. My team has clear direction and goals.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

37. Using a team is an effective way to perform tasks in this company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

38. I enjoy working with my team and would want to continue teamwork in the future.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>

39. I have a good chance for promotion in this company.

<table>
<thead>
<tr>
<th>Strongly disagree</th>
<th>Disagree</th>
<th>Somewhat disagree</th>
<th>Neutral</th>
<th>Somewhat agree</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
</table>
40. Regular promotions are the rule in this company.

41. I feel I am being paid a fairly for the work I do in this company.

42. Those who do well on the job stand a fair chance of being promoted in this company.

43. The benefits we receive are as good as most other organizations offer.

44. I do not feel that the work I do is appreciated.

45. There are few bonuses for those who work here.

46. I feel satisfied with my opportunities for salary increases.

47. My performance evaluation is strongly influenced by my contribution to the team.

48. Annual bonus are based on individual performance in this company.
49. Stock awards are given for individual achievement in this company.

50. Achievements are recognized in company newsletters, magazines etc. in this company

51. Small value non-cash award (e.g. dinner, travel ticket) are provided in the company.

52. Personnel shortages inhibit innovation within this company.

53. Lack of resources inhibit innovation in this company.

54. I feel that I am working on important projects.

55. The tasks in my work are challenging.

56. I have opportunities to initiate new projects or activities within company.

57. I sometimes feel my job is meaningless.
58. Work assignments are not fully explained in this company.

59. My team performs tasks well suited to team work.

60. I find I have to work harder at my job because of the incompetence of people I work with.

61. This organization has a good mechanism ideas.

62. I feel that upper management is enthusiastic.

63. The best way to get along in this company is to the think the way the rest of the group does.

64. Problems at work and differences of opinion are discussed openly in this company.

65. Common culture improves the work environment in this company.

66. There is a good match between the company culture and the culture of the employees.

67. A multicultural workforce improves job satisfaction.
68. Could you suggest any additional factors that may contribute to your job satisfaction?

………………………………………………………………………………………………
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………………………………………………………………………………………………
………………………………………………………………………………………………

2.3 Innovative climate

69. The rewards system within this company encourages innovation.

70. There are adequate resources devoted to innovation within company.

71. My efforts to do a good job are seldom blocked by red tape.

72. Lack of funding to investigate creative ideas is a problem within this company.

73. The organization allows me free time to pursue creative ideas during the workday.

74. I work in a creative environment.
75. Can you please point out any ideas or procedures that would help to foster innovative climate in your company?

………………………………………………………………………………………………
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………………………………………………………………………………………………
………………………………………………………………………………………………
………………………………………………………………………………………………
Thank you.....
Appendix G - Transcription Letter

Dear Sir
I would like to thank you for your kind participation in my study and for your cooperation. Hereby attached the interview transcription, please find the attached transcription. Transcription has been attached to gain your validation on the information provided by yourselves. Please note that the researcher will count the interview transcription validated by yourselves if the researcher doesn’t hear back from respondents within one month.

Regards
Rawan
Appendix H - Contact Letter

Dear ….

My name is Rawan M. Abu-Khait a PhD student at the university of western Sydney I have learned about you from the linkedin website and knew that you are the HR Director at ….. Also I cruised the company website and observed the great achievements that the company has attained. Currently I’m working on my research that is about the impact of employee perceptions of organizational work environment and job satisfaction on innovative climate. The main focus of my study is to measure the innovative climate in the Jordanian context. I’m writing to you to ask you if you can give me the chance to apply my study on your prestigious company that the innovative climate is important factor to it. Please note that information’s provided by the company will remain confidential and I will provide the company with a report of the findings and a copy of my thesis at the end of the project.

I would like to seize this opportunity to thank you for the precious time you have given; and I'm sure you will observe and assess my letter considerably.

I hope you will take a favorable decision regarding applying my research to your company and if it’s possible to arrange a meeting with the concerned person. Please note that if there is any additional information’s required don’t hesitate to contact me

Please find my attached official University letter and a summery of my project

Look forward to hearing from you soon.

Regards
Rawan Abukhait
0795647606
Appendix I - Company A Interview Data

Appendix I provides the obtained quotes that describes each factor related to the study from all managerial levels at Company A. Also it presents similarities and differences between the different managerial levels, and similarities and differences within the managerial levels on each factor.

Analysis of the interviews at the managers’ level for Company A

This section will report findings from Semi structured interview with managers and supervisors at Company A. Aiming at investigating perceptions on what factors contributes to a positive work environment, job satisfaction and innovative climate. The analysis revealed different characteristics from both groups (Mangers, Supervisors) in term of key themes, themes and sub-themes. Some of these characteristics were implanted initially in the proposed study model. However some of them appeared as a new finding in the current study.

Factors impacting the organizational work environment from the managers perspective

The current study explores factors influencing the organizational work environment in the company. Through conducting the semi-structured interview managers and Supervisors, pointed several factors impacting the organizational work environment in the company.

Fifteen factors were found at the managers’ level these were: motivation, monetary rewards, non-monetary rewards, teamwork, physical work environment, learning environment, training, rotation, communication, , delegation, work hours, progression and monitoring plans, policy, routine and culture.

However at the supervisor’s level thirteen factors were identified to be influencing the organizational work environment at the company which were: motivation, monetary rewards, non-monetary rewards, teamwork, Physical work environment, training, rotation, delegation, work hours, progression and monitoring plans, policy, routine and management support.
Each of these factors are discussed from the managers and supervisors perspectives as shown below. Also a comparison between managers and supervisors is provided in section.

**Motivation**
Managers at the company mentioned that rewards and compensations creates and increases motivation. Moreover they expressed that motivation that occurs from the provided rewards contributes to a positive work environment.

“As an example of a positive work, every 4 months the company provides 3 rewards that are gold, silver and bronze to the three best employees in the company, with a good financial bonus with a trophy which creates motivation for the employees to work better” (AM7)

**Monetary rewards**
All managers pointed the importance of the monetary and non-monetary rewards in relation to creating positive work environment. Moreover they related organizational success to the implemented rewarding system for the achievers. Also communicating the reason of rewarding certain employees reduces the frustration of the unrewarded employee. Another manager added that fair reward distribution is important as it the unfair distribution will impact the organizational work environment negatively. Also all of the managers asserted that the presence of non-monetary rewards is significant element impacting the organizational work environment.

**Similarities:**

- All managers stressed the importance of the monetary rewards in term of creating positive work environment.
- Two of the managers mentioned that organizational success depends on rewarding employees in their achievements.
- All managers emphasized on the importance of the non-monetary rewards in term of creating positive work environment.

**Team work**
All managers emphasized that maintaining teamwork activities in the company is essential for creating a positive organizational work environment. All of the managers stressed that the company policy is keen on maintaining teamwork spirit; moreover, they motivate employees to work within a team. Moreover, they expressed their happiness for working within teams.

**Similarities:**

- All managers stressed the importance of maintaining teamwork because it influences the organizational work environment positively.
- Two of the managers argued that teamwork is a critical element to their departments because of the department nature of work.
- All managers stated that they are maintaining teamwork spirit at the company.

---

**Physical environment**

Four managers stressed that the physical work environment in the company has to be improved, complaining about spacing and privacy.

**Similarities:**

- Four managers commented that the physical work environment needs improvements in their company in the sense of spacing and privacy issues.

---

**Learning**

Two of the managers expressed their satisfaction for working in the company because they are exposed to learning new things all the time. They commented that sharing knowledge is practiced in the environment. All employees are happy to share with each other the newly learned skills. The managers argued that it is also related to the industry they are working in. As working in the telecommunication industry requires frequent updates with the new appearing technology.

“One of the things that I enjoyed in this company is learning. Working at the company is giving me personal chance to increase my knowledge. We have the opportunity to learn from each other and share the learned knowledge. Being in
the telecommunication industry is fun is innovative because of the nature of the industry" (AM4).

Similarities:

- Two of the managers expressed their satisfaction in working in the company because of the gained experience.

**Training**

All managers pointed the importance of training in generating a positive work environment. Two of the managers expressed their satisfaction with the provided training by the company.

Similarities:

- All managers stressed that training is important to producing a positive work environment.
- Two of the managers explained their satisfaction of the provided training of the company. They explained that the way that the company invests in training very well done.

**Job rotation**

One of the managers stated that job rotation is essential for creating a positive work environment. Three of the managers suggested that rotating employees should be restricted to employee experienced area. Moreover they suggested rotating employees between other branches outside the country.

Similarities:

Three of the managers suggested that rotating employees should be restricted to employee’s skills and experience. However some certain departments don’t require certain skills so rotation could be applied then.

**Communication**

Four of the managers indicated that the management style regarding communication between employees and managers is very satisfying. The company is following the flat management policy were flexibility and informal communication exists.
“We don’t have that formal dealing treatment between the levels of management. Anyone within my team can contact me any time, flexibility to access, let’s say flat management” (AM2).

However one of the managers added that the company is operating successfully because of the management way of dealing with its employees. The company environment is friendly; employees at all levels are treated in a good way. The manager indicated that employees are comfortable working in an environment where they feel that they are working in their home.

“The manager to the employee relation, this is one of the crucial issues that we are facing at the company. I believe this is why we are very successful company, because we don’t have that leveling between the manager and employee. We have it in title but we don’t have it in the environment itself. So the employee himself feels that the company is his home” (AM3).

One of the managers stressed that open communication between him and his manager improved his skills by learning from his manager.

“I like the way my manager does his job, there is good interaction between me and him, so I still find a good opportunity to enhance myself and skills from my manager” (AM2).

**Similarities:**

- Four of the managers indicated that communication between employees and managers is very satisfying.

**Delegation**

All of the managers considered delegation as a major factor that creates a positive organizational work environment. Delegation was considered as a method aids in enhancing employees skills and abilities.

**Similarities:**

- All of the managers pointed that delegation is essential element to producing positive work environment.
- Two managers have linked delegation to gaining knowledge and experiences.
Working hours
One of the managers noted that the application of flexible working hours’ system in the company motivates employees to work better.

“Flexible time for attendance might be a good idea, giving more encouragements for employees” (AM1).

Progression and monitoring plans
One of the managers stated that it’s important to inform the employees about their career path. Claiming that employees will be more motivated to develop their skills and prove themselves, when they are informed about their career future.

“Well, defining the employee career path is one of the major issues as well it impacts the organizational work environment. Because if you are an employee, and you know where you are standing five years from now, you will develop your skills and experiences to prove yourself to be on that stage” (AM3).

Policy
At Company A two managers stated that the company should employ less restriction. Commenting that, less restriction impacts the organizational work environment positively. One of the mangers added that polices, assigned roles are communicated clearly to the employees. Moreover one of them appraised the management way of treating employees, stating that all employees are treated with respect.

Similarities:
• Two of the managers pointed that less restrictions is important to the organizational work environment. Open door policies were barriers to upper management doesn’t exist make employees more comfortable in their work environment.

Routine
Two of the managers expressed their frustration because of the daily routine work. Pointing that the tasks variety are limited which makes work less challenging.
“Lately my job has entered the routine mode, there are no new challenges. So I'm trying to change something within my division to make it a little bit more challenging, I'm talking about 2010” (AM5).

Similarities:
- Two of the director articulated their disturbance of daily routine at work. Pointing that variety of tasks is limited which makes work less challenging.

**Culture**

Two managers pointed that the effect of culture that employees from impacts the organizational work environment. They noted that multi culture doesn’t exist in their work environment. For example most employees come from Jordanian and Palestinian back ground. Both back grounds have a lot of similarities regarding attitudes, values. Therefore lack of conflict and good relation exists.

> “Because I think all employees in the company are Jordanian and Palestinian and somehow there is no multi culture. So one culture somehow enhances relationships” (AM2).

Similarities:
- The effect of culture in which employees are coming from impacts the organizational work environment was pointed by two managers.

**Factors impacting the organizational work environment from the supervisors perspective**

**Motivation**

Using motivation as a tool to improve the organizational work environment was pointed as an important factor by all mangers at the company.

> “Practicing motivation at any company is considered as an important way to enhance the organizational work environment” (AS1).
**Monetary and non-monetary rewards**

All of the supervisors agreed that rewards and compensations whether monetary or non-monetary are important to producing a positive work environment

”Rewards and compensations sure, both monitory and non-monitory are important factors impacting the company” (AS2).

All of the supervisors showed their satisfaction regarding the company rewarding policy. Indicating that the company have a very positive work environment because of the convince rewarding system at the company.

”The company spends a lot of money into rewarding the staff and making them feel comfortable, so I think we have a very positive environment at the company” (AS3).

Moreover all supervisors stated that the company provides good benefits to its employees. Commenting that, these benefits are based on seniority at the company for some of them.

“In terms of benefits it is satisfying at the company; we receive many thing such as health insurance, special prices for mobile lines and so on. However, some of the things are based on seniority” (AS3).

**Similarities:**

- All of the supervisors agreed that rewards and compensations whether monetary or non-monetary are essential to producing a positive work environment.
- All of the supervisors expressed their satisfaction on the company rewarding policy.
- All supervisors stated that the provided benefits are satisfying and are based on seniority

**Teamwork**

All supervisors supported the idea that teamwork is critical component of a positive work environment. The researcher thinks that it is an issue related to the industry, were team work is highly required to be capable to compete in the high competitive market.

”Teamwork is important in producing a positive work environment” (AS1)

Teamwork contributes to the organization successes and development. Moreover employee’s denial of working within a team leads to employee failure in accomplishing their assigned work. This statement was mentioned by one of the supervisors.
“From my opinion, any work around the world without teamwork will not succeed. Anyone wants a successfully completed work must work within a team. If any person feels that he’s the important one doing everything and others can’t do anything or give a positive value for his work and company he will fail” (AS3)

Similarities:
All supervisors mentioned idea that teamwork is significant component of a positive work environment.

Physical environment
Two of the supervisors mentioned that positive work environment means comfortable surroundings for employees at work. Therefore working in uncomfortable working conditions will impact the employee ability to perform the work in a successful manner.

“Work environment that supports its employee by providing suitable location, spacing, and stationary for example, is positive” (AS3).

Similarities:
- Two of the supervisors revealed that positive work environment means comfortable surroundings of work.

Training
All supervisors stressed the importance of training programs provided by the company in producing a positive work environment.

“Training is important in producing a positive work environment” (AS1).
One of the supervisors pointed that it’s important to provide the appropriate type of training to get the maximum benefit out of it. Training should be selected according to certain criteria that matches employee’s needs and enhances their weakness’s. In order to, cope with the rapid technological changes especially in the telecom industry, were the adaptation of certain technology is important for the company and employee survival.

“When you want to take a training you have to have a clear justification why you want to take this training, what are the benefits we are going to gain from this training?” (AS2).
Similarities:
- All of the supervisors stressed the important effect of training in producing a positive work environment.

Job rotation
One of the supervisors mentioned that job rotation is important in relation to the organizational work environment. This statement was raised because the supervisor experienced the advantage of job rotation in his company. He expressed that rotation is a mutual experience that benefit the company and the employees. As employees gain different experiences on the other hand, the company benefit from the new gained skills.

“Job rotation is important; it impacts the work environment in the company. And it is seen in the company on daily basis that there are employees changing their tasks and rotating jobs. Employees and the company benefit from the rotation process” (AS3).

However two of the supervisors didn’t agree that rotation have a direct relationship when they were questioned if job rotation is considered as a critical component in producing a positive work environment.

“Somehow but I don’t think it has a direct relationship” (AS1).

Similarities:
- Two of the supervisors didn’t agree that it has a direct relationship when they were asked if they consider job rotation as a critical component in producing a positive work environment.

Differences:
- One of the supervisor pointed that job rotation is key in relation to the work environment. However two of the supervisors didn’t agree that it has a direct relationship in producing positive work environment
**Delegation**

All Supervisors asserted the importance of delegation in producing a positive work environment.

“Delegated authority has a direct relation to producing positive work environment” (AS2).

One of them described his satisfaction on the amount of authority given to him. He mentioned that he has full control on the way he manages his work and complete tasks without any supervision.

“I have my own space because I did my job without any direct supervision without any controlling, I receive the tasks and complete them within my time management, within my priorities and no one keeps asking or nagging to finish this job, this is most important.” (AS2)

However one of the supervisors argued that delegation should be limited. Also it’s dangerous to give full authority to the employees and it should be done under the company procedure. The researcher felt that the statement was raised by the supervisor because of the nature of work relates to security liaison.

“It’s good to know that you can take decisions as an employee but it must be limited. Also when a manager wants to delegate he must know the danger of it, because sometimes it’s dangerous to delegate authority to employees. It should be done under a certain procedures of the company” (AS3).

**Similarities:**

- All Supervisors stated that delegation is important component to producing a positive work environment.

**Working hours**

One of the supervisors stressed the importance of providing flexible working hours. He argued that applying flexible working hours system impacts the organizational work environment positively.

“It’s healthy to have flexibility in the working hours, it affect the work environment positively” (AS2).

The researcher justifies it due to the nature of work that is related to HR department. Were this department analysis employee’s needs and try to improve their working environment.
Career path
The importance of Career development to the organizational work environment and employees was pointed by one of the supervisors. The supervisor considered it as one of the major elements to satisfy employees’ needs. However its absence influences the organizational work environment and employees satisfaction negatively.

“Clarifying career path or career development for each employee improves the environment. Because even if you compensate the staff whether monitory and non-monitory and you train them and you give them the power and authority is not enough. Still each employee wants to know his career path.” (AS2).

The researcher thinks that the explanation of this statement refers to the supervisor nature of work that is related to the HR department. Were they know what factors impacts the organizational work environment and employees satisfaction.

Policy
One of the supervisors claimed that the company must enhance the company strategy to improve the work environment.

“A change needs to be done on our policies in order to enhance the positive work environment” (AS3).

Routine
Two different arguments were discussed regarding the term routine. One of the supervisors mentioned that the organizational work environment in the company is negative because of the routine tasks. He stressed that the company must motivate the employees to work by creating new challenges.

“Now I can say that the environment is a little bit slopes because there are no new challenges like before. I’m talking about the company in general not my department alone, so I think we need a new push maybe” (AS1).

Hence the other supervisor expressed his satisfaction on his work because of the variety of tasks that they are handling.

“My department has changeable tasks every day, no routine” (AS3).
Differences:

- One of the supervisors pointed that the work environment in the company is negative because of the routine tasks, Hence the other supervisor stated that he is satisfied because of the variety of tasks that they are handling, were routine is not found.

Supportive management

One supervisor pointed the importance of having a supportive leadership. Supportive leader motivates employees to work toward the company goals. The researcher justifies this opinion as the supervisor has experienced this effect when a new supportive CEO joined the company.

“Coincidence I joined the company at the same day my ex C.E.O joined it as well. I remember that he was very energetic person, and he was pushing all employees within the company in order to achieve our goals at that time to reach 1 million subscribers. So while he was speaking I felt that every single person in the company was involved in this target and this goal” (AS1).

Comparison of managers and supervisors perspectives of organizational work environment

The table below was designed in order to assist the researcher in conducting within and between groups comparison. As shown below the comparison was at two managerial levels, the managers level and the supervisors’ level in the organization. Following the table helped in finding similarities and difference between and within groups.
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### Similarities and differences between managers and supervisors perspectives on organizational work environment

This part points the commonalities and differences appeared between managers and supervisors after conducting the analysis. Significant amount of Similarities and differences were found between manager and supervisor views. Differences are concepts that were not stated on both managerial levels these are,

1. Culture.
2. Supportive management.
3- Communication.
4- Career path.

Were similarities are the agreed on concepts amongst both managerial levels. These similarities were at,

1- Monetary and non-monetary rewards
2- Team work
3- Physical environment
4- Training
5- Job rotation
6- Delegation
7- Flexible working hours
8- Policy
9- Routine

These, similarities and differences will be discussed in detail as shown below.

**Monetary and non-monetary rewards**
All managers and supervisors stressed the importance of the monetary and non-monetary rewards in term of creating positive organizational work environment.

Hence managers highlighted certain issues in regards to monetary and non-monetary rewards. One said that it’s motivating tool for employees. Another said that it’s important to verify the reason of the given rewards and implement an efficient performance appraisal system. All of the supervisors stated that they are satisfied by rewarding and benefits policy. One of the managers commented that fair distribution of rewards is very important. Pointing out his dissatisfaction about the recognition system of the company toward for the best achievers. However all supervisors argued that they are satisfied with the implemented rewarding policy in the company. Emphasizing that its contributing to a positive work environment.

**Teamwork**
All managers and supervisors pointed the importance of the Teamwork in term of creating positive work environment.
However two managers explained that teamwork is important in relation to their department. However one of the supervisors provided a wider picture and said that it contributes to the organizational success.

All managers pointed that the organization is maintaining a good level of teamwork within and across departments. Mangers added that the company is working hard and motivating its employee to work within teams.

**Physical work environment**

Four of the managers stated that physical work environment has to be improvised in the company, especially on issues regarding spacing and privacy. Two of the supervisors defined physical work environment as comfortable surroundings that contributes to a positive work environment.

**Training**

All managers and supervisors indicated the importance of training in producing a positive work environment. Different views were raised by both groups (managers and supervisors). Two of the managers pointed the importance and benefits of providing training outside of the country. Moreover two of them indicated their satisfaction on the provided training by the company. However one of the supervisors concentrated on providing the appropriate type of training to gain the best out of it.

**Delegation**

All managers and supervisors agreed that delegation is important component to producing a positive work environment. Two managers have related Delegation to gaining knowledge and experiences. The researcher felt that managers’ comments are related to the amount of responsibilities managed. Also they experienced the positive impact of delegation on their staff. One of the supervisors indicated his satisfaction on the amount of authority he is having. Also one of the supervisors argued that delegation must be limited.

**Flexible working hours**

One of the supervisors and one of the managers stressed the importance of providing flexible working hours as it impacts the organizational work environment positively. Both agreed that it
motivates employees to work. However the manger added that it motivates employees to perform better.

Policy
One of the managers stated that the company policies and the assigned roles are clearly implemented, stating that targets and objectives are clearly communicated to him. However one of the supervisors argued that the company must improve the company strategy to enhance the organizational work environment.

However managers provided a wider view about the company policy as they are more exposed to it because of their higher managerial level. The added more comments such as, two of the managers advised that less restrictions are essential to the organizational work environment. Moreover barriers to communicate with the upper management is uncomfortable in the organizational work environment. In addition, Management style was highlighted in regards of employee treatment, pointing that employees are treated in a respect way at all levels

Routine
Two of the managers and one supervisor explained their dissatisfaction with the work they are handling because of the limited variety of tasks. One the other hand stated that routine doesn’t exist in his daily work.

Job rotation
One of the supervisors and one of the managers stressed the importance of rotating employees. However three of the mangers were more specific commenting that rotation should be restricted to employee’s area of experience and skills. In contrast two supervisors didn’t agree that it is an important component to the organizational work environment.

Factors impacting the job satisfaction from the managers’ perspective

This section discusses factors considered to be important component for creating job satisfaction. This section incorporate three parts,
The first, discusses factors influencing job satisfaction from the managers perspectives, these were, *rewards and compensations, delegation, physical work environment, progression and monitoring plans, teamwork, routine, head count and job content.*

The second, discusses factors influencing job satisfaction from the supervisors perspectives these were, *rewards and compensations, physical work environment, teamwork, progression and monitoring plans, management style and job content.*

The third, comparison between managers and supervisors perspectives these were, *rewards and compensation, physical work environment, progression and monitoring plans, team work and job content*

**Rewards and compensations**

One of the managers argued that the rewarding system should combine monetary and non-monetary rewards in order to satisfy the employees. Three of the managers stressed that the financial support is the most important. Also two other managers mentioned that salary is considered as a motivation tool and impacts employee’s satisfaction. In contrast to that one manager mentioned that appreciation is the most important. Furthermore all managers emphasized that the company uses monitory and non-monetary rewards when compensating their employees. Three of the managers indicated that appreciation letters are not a formal process in the company. One of the managers argued that employees are evaluated according to a certain criteria implemented by the company and it’s based on employees performance. Two of the managers claimed that benefits in the company have to be improved. However five of them commented that they are happy with the provided benefits. All of the managers stated that the provided benefits are based on seniority.

**Similarities:**

- Three of the managers pointed that supporting employees financially is the most important to satisfy them.
- Two of the managers stated that salary as part of the compensation tool is the most significant motivation method to employee’s satisfaction.
- All managers mentioned that the company provides monitory and non-monetary rewards when compensating its employees.
• Three of the managers indicated that appreciation letters are conducted in an informal way in the company.

• Five of the managers commented that the provided benefits are satisfying for the company employees.

**Differences:**

• Two of the managers stressed that the most important element for his employees’ satisfaction is appreciation.

• One of the managers stated that benefits need some improvements at the company.

• One manager stressed that the most important element for his employees’ satisfaction is appreciation.

**Delegation**

One of the managers indicated that the amount of authority given by the top management contributes to job satisfaction. The manager mentioned the term delegation when he was asked what components are critical to job satisfaction.

“The given delegation by the management, and support from the high level management, which is support in taking decisions contributes to employee’s satisfaction” (AM2).

**Physical work environment**

One of the managers complained about the physical work environment in the company. Arguing that open offices are too noisy for employees to work within. Pointing that, these offices are contributing to a dissatisfied employee.

“Open offices are noisy and dissatisfying” (AM1).

**Progression and monitoring plans**

Three of the managers stated that providing a clear career path to the employee’s contributes to job satisfaction.
Four of the managers indicated monitoring plans is done effectively at the company. In contrast three of the managers pointed that progression and monitoring plans are not clear in the company because of the lack of feedback provided.

**Similarities:**
- Three of the managers pointed that knowing the career path contributes to job satisfaction.
- Four of the managers mentioned that the company applies effective monitoring plans for its employees.

**Differences:**
- Three of the managers indicated that monitoring and progression plans are not clearly implemented in the company.

**Team work**
One of the managers linked teamwork to increasing job satisfaction.

**Routine**
One of the managers stressed that employees are always asking for new tasks. Were they experience new things and face new challenges. Moreover working with people outside the company itself is important. Therefore less routine tasks at works enhance employee job satisfaction.

> “Employees are looking for a challenging job, to experience new projects, to work with vendors and external parties this contributes to job satisfaction” (AM7)

**Head counts**
One of the managers stated that the number of employees distributed in each department is very important. When the employment is low, employees will be confronted with higher workload which is exhausting and frustrating. These cases normally leads dissatisfied employee.

> “Increasing the resourcing is critical component of job satisfaction” (AM1).

**Job content**
Two of the managers stressed that they and their subordinates have a clear job description. However another manager was not sure if all employees have clear job description commenting
that he has a clear one. Also he added that sometimes the assigned role doesn’t match their job criteria.

**Similarities:**
- Two of the managers stated that they and their employees have a clear job description.

**Factors impacting job satisfaction from the supervisors perspective**

**Rewards and compensations**
Two of the supervisors asserted that rewards either monetary or non-monetary contribute to employee’s job satisfaction

“Money and appreciation contributes to satisfaction” (AS2).

One of the supervisors stated that the upper management is highly appreciating his efforts. Moreover the supervisor expressed that he is enjoying what he is doing. This statement indicates that the upper management is keen about appreciating its employees.

“I enjoy my work and I'm being appreciated from the higher management” (AS1).

Further he added that the company uses both ways of rewarding (monetary and non-monetary). Cash and thankful letters are distributed to the best achievers. But also he noted that these rewards are being distributed in a confidential way as a strategy followed by the company.

“If you do something very well, they send you a letter with amount of cash inside of it, and nobody knows of course, and there is thanking letter as well the company thanks us with appreciation and rewards such as handsets and mobile phones.” (AS1).

As a contradiction one of the supervisors commented that his department lacks of the distribution of appreciation letters.

“Within my department we don’t have any kind of appreciation letters” (AS1).

One of the supervisors mentioned that the company lacks clear criteria for promotions, salary adjustments and rewards. This issue Results in employees dissatisfaction and frustration. Also he commented that bonus is clear but not implemented properly.

“The problem we are facing at the company is that we don’t have clear criteria for promotions. Bonuses are clear but not implemented in a proper way. But concentrating on promotions and salary adjustments and rewards we don’t have
any clear policy for this issue. These issues contribute to dissatisfied employees” (AS2).

All supervisors showed their satisfaction on the provided benefits by the company. Claiming that, they have a very good insurance that covers their whole family. Moreover some employees benefits from yearly scholarships sponsored by the company. Several benefits were mentioned emphasizing the satisfaction on the provided benefits to the company. However they pointed that some of the given benefits are based on seniority.

“Benefits such as health insurance, this is very important for us in this country. The company provides insurance to you and your family even to your parents as well. If you like to continue your studies in the university, they give few scholarships every year, every year they send people out to "OMRA", they send you with the best treatment you can get, 5 stars hotels. They give us Diaries in Ramadan, for example, they make food gathering in Ramadan for the employees. If you need personal loans you get them easily without interest from the company itself. Internet is given with a 25% discount, now every 1 year and a half depending on your level they give you vouchers with discounts on mobile phones. For example, 50% of mobile phones, these are good things for the employees. But yes some of the benefits are based on seniority” (AS1).

Similarities:
- Two of the supervisors stressed that rewards either monetary or non-monetary contribute to job satisfaction.
- All supervisors pointed that they are satisfied by the provided benefits by the company and mentioned that it’s based on seniority.

Differences:
- One of the supervisors commented that his department lacks of the distribution of appreciation letters. While the other supervisor stated that thankful letters are distributed to the best achievers.
**Physical work environment**
One of the critical components to job satisfaction is providing good and appropriate surroundings and conditions that enable employees to work within. This statement was mentioned by one of the supervisors.

“We need good facilities such as good restaurants, furniture, and environment. Lack of these facilities decreases employee job satisfaction” (AS3).

**Progression and monitoring plans**
Two of the supervisors indicated that the company progression and monitoring plans are clearly implemented. The company sets its goals and objectives, trains the employees on every new assigned task and then appraises its employees according to the achieved goals. Moreover the plan is updated every year by the supervisor.

“We have clear progression and monitoring plans. At the beginning of every year we set the objectives to all the employees and what they are asked to do, now when the employees comes he gets a full training, and then he starts his work, every year we make the appraisals, and we evaluate the employees at the end of every year. And we sit with them as well, I update his plan, but every employee has a plan and a bunch of targets that he has to meet at the end of every year” (AS3).

However one of the supervisors had an opposite opinion in regards to the implementation of a clear progression plan in the company. Career path for all employees is not clear. Moreover career development in the company depends on what vacancies are available in the company.

“No there isn’t a plan showing what they will be later on in a few years. Now if some internal posts appeared, he tries, if it worked, he takes it. Otherwise they don’t know what their future job is. Also the monitoring is not implemented in the right way” (AS1).

**Similarities:**
- Two of the supervisors stated that the company progression and monitoring plans are implemented in a clear way.

**Differences:**
- However one of the supervisors had an opposite view toward the implementation of a clear progression plan in the company saying that it’s not clear.
Team work
Team work has been identified as an important component effecting employee’s job satisfaction by one of the supervisors.

“Team work is critical component to producing job satisfaction” (AS3).

Management style
One of the supervisors was asked whether any additional component should be added to the model, he mentioned that management style should be considered as an important element impacting the model and should be part of the job satisfaction section.

“Management style is important component in the model and the best is to place it in the job satisfaction section” (AS1).

From his perception he clarified that management style consists of many element such as policies, process and the way employees is being managed. These elements impacts employee’s job satisfaction either positively or negatively. He also classified it as the most important element to him.

“Management style is most important to me (impacting satisfaction), it’s about the company, how they deal with everything such as people, policies and process” (AS1).

Job Content
All of the supervisors stressed that they have a clear job description. Moreover the job description is frequently updated according to the assigned tasks and role.

“Yes and it's updated every now and then depending on the tasks I get, and that's also for every employee in the organization. Everyone should know and have job description” (AS1).

Similarities:
- All of the supervisors stressed that they have a clear job description. Moreover the job description is frequently updated according to the assigned tasks and role.
Comparison between managers and supervisors perspectives of job satisfaction

The table below provides a clear picture on the identified key themes, themes and sub-themes. Helping in identifying major commonalities and differences at the managers’ and supervisors’ levels.

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<td>Job content</td>
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</table>

Similarities and differences between managers and supervisors perspectives on job satisfaction

This part discusses similarities and differences occurred between managers and supervisors on the occurring concepts from the interviewee. Differences were on concepts that were not mentioned by both supervisors and managers which were,

1- Routine.
2- Management style.
3- Delegation.
4- Head counts.

However similarities occurred on the following,

1- Rewards and compensation.
2- Physical work environment.
3- Progression and monitoring plans.
4- Team work.
5- Job content.

The above mentioned factors were stated by both managerial levels and are discussed below,

**Rewards and compensation**

One of the managers and two of the supervisors commented that monetary and non-monetary rewards have a direct effect on job satisfaction. However All managers and one of the supervisors mentioned that monitory and non-monetary rewards are practiced by the company when compensating its employees.

Two of the managers were more specific stating that salary is the most important motivation tool to employee’s satisfaction. In contrast one of the managers mentioned that the most important component for his employees’ satisfaction is appreciation. Managers discussed rewards and compensation issue in more depth than the supervisors for the reason that they are more exposed to the employees needs. Managers usually participate in decision making and strategic plans therefore, indicating ways of motivating employees will be more realistic and specific. For example one of the managers suggested a new way of rewarding employee’s financially. He mentioned distributing shares to employee will increase job satisfaction as the employee will feel that he is part of the company.

In regards to the non-monitory rewards three of the managers and one of the supervisors mentioned that appreciation is not a formal thing in the company. This means that it is not part of the company policy however it’s a personal decision taken by each manager or supervisor. While one of the supervisors indicated that the company is sending thankful letters to the best achievers in the company. Also he added that the company hides some of the distributed rewards commenting that such attitude will negatively impact satisfaction.
one of the manger stressed that the given reward is based on the effort and performance. However one of the supervisors stated that the company needs to improve the implemented criteria for promotions, salary adjustments and rewards.

All supervisors and five managers showed their satisfaction on the provided benefits by the company. While two of the managers commentated that benefits needs improvements in the company. Moreover all managers and supervisors commented that benefits are based on seniority.

**Physical work environment**

One of the managers and one of the supervisors indicated that physical work environment is a critical component for job satisfaction. Providing the appropriate surroundings and conditions enable employees to work and perform in a better way.

**Progression and monitoring plans**

Three of the managers pointed that it important for employees to know their career path, this contributes to job satisfaction.

Opposite to the above three of the managers and two supervisors pointed that monitoring plans are not clear in the company. The mangers commented that regular feedbacks about employees work progress and achievements are missing. However the supervisor added that it depends on the available vacancies in the company.

In contrast two of the supervisors and four of the managers pointed that the company progression and monitoring plans are implemented in the company clearly.

**Team work**

Team work was considered as major component effecting employee’s job satisfaction by one of the supervisors and one of the managers.

**Job content**

Two of the mangers and all supervisors stated that they and their employees have a clear job description.
From a wider vision one of the managers indicated that sometimes the assigned work doesn’t match their job description criteria and it doesn’t cover all tasks. Moreover he is not sure whether all employees in the company have a clear job description.

Factors impacting innovative climate from the Managers perspective

Section three highlights important factors for creating an innovative climate at the company. This section incorporate three parts,

- The first part, points factors impacting innovative climate from the managers perspectives, these were, **innovative climate, rewards and compensations, competition, training, fair work distribution, teamwork, learning and the involvement in the innovative think tank**

- The second part, discusses factors impacting innovative climate from the supervisors perspectives these were, **innovative climate rewards and compensations and involvement in the innovative think tank**

- The third part, comparison between managers and supervisors perspectives these were **innovative climate rewards and compensations and involvement in the innovative think tank**

**Innovative climate**

One of the managers pointed that innovation is about employees’ decision whether they wants to innovate or not. Four of the managers mentioned that creativity is significantly influenced by the management style in terms of empowering employees.

One of the managers added that producing an innovative climate is related to developing teamwork and clarifying work responsibilities and action plans.

One of the managers stressed that rewards and compensations in terms of monetary and non-monetary rewards generates innovative climate.

All managers agreed that the company is practicing innovative efforts. Moreover all managers mentioned that the company measures innovative outputs. However six of these mangers were more specific and stated that the output is measured by comparing the obtained results by the assigned goals.
Similarities:

- All managers agreed that the company is innovating; employees are always coming up with new ideas that influence the company performance positively.
- All managers pointed the innovative outputs are measured in the company.
- Four of the managers stated that creativity is extremely influenced by the management style. Empowering employees and giving them chances to create new ideas will impacts employees and the company positively.
- Six of the managers stated that they measure their employee’s innovative efforts by comparing the attained results by the assigned goals.

**Rewards and compensations**

Six of the managers stated that employees are rewarded for their creative ideas through monitory and non-montitory rewards. However one of the managers was unhappy by the rewarding policy for rewarding the creative ideas.

Similarities:

- Six of the managers stated that employees get rewarded for their creative performance.

Differences:

- However one of them mentioned that one of the strategies that the company uses to foster innovation is to reward the creative idea. In contrast one of the managers wasn’t satisfied by the rewarding system in relation to rewarding the creative ideas.

**Competition**

Two of the managers commented that one of the effective ways of fostering innovation is to create a competitive environment. Suggesting that, creating competition between departments on the best idea of the month for example will motivate employees’ to be more creative and efficient.

“One way of encouraging innovation is to increase competition between employees. For example, to implement a competition among the departments
that the best creative idea of the month will get certain designed reward” (AM7).

Similarities:

- Two of the managers commented that one of the effective ways of encouraging innovation is to create a competitive environment.

**Training**

Two of the managers commented that employees’ capabilities should be improved through providing the appropriate training.

Similarities:

- Two of the managers stated that the industry is very competitive therefore innovative behaviours are necessary.

**Fair work distribution**

One of the managers commented that workload should be distributed in a way that doesn’t exhaust the employees. Therefore, enabling employees to have the time to innovate.

“To be able to innovate, workload distribution should be equivalent, because if someone is overloaded he won’t be able to innovate” (AM6).

**Learning**

One of the managers suggested that the company should let its employees’ to expose to new projects, technologies to enhance their skill and experiences. Also the manager used the term enriching knowledge as a tool to motivate employees to be more creative. Justifying that, creating new ideas will enhance their knowledge and will add to their experiences. Without giving the promise that creative ideas will be rewarded.

“Giving the chance to my employees to work in new projects, and new technologies, I try to convince my team regardless of what the company will think or the manager will think it all comes back to you, if you’re innovative it will enrich your knowledge. As I cannot promise them that good ideas will be rewarded” (AM4).
**Teamwork**
One of the managers explained that as a result of the financial crises cutting cost was the company policy for this year. Therefore the company was focusing on motivating employees to work as teams to increase creativity.

“Because of the financial crisis and the cutting cost policy at the company, so our employees were encouraged to be creative via teamwork activities” (AM7).

**Who is Involved in the innovative think tank?**
All managers stated that all employees have the rights to participate in suggesting a creative idea. But final decision is made by the upper management.

**Similarities:**
All of the managers commented that all of the employees are given the chance in the company to participate in suggesting a creative idea. But the final decision is decided through the top management.

**Factors impacting innovative climate from the supervisors perspective**

**Innovative climate**
From the supervisors perspectives different views arose regarding the term innovative climate.
Two of the supervisors commented that exposing to new technologies enhances employee’s skills to be more creative. Thus, learning through training is critical to create a positive work environment.

“Learning new technologies and updating employees with these technologies through training enhances the innovative climate” (AS1).

One of the supervisors linked innovation to motivation. Explaining that, rewarding strategies motivates employees to compete and be more creative to get the reward.

“Motivating employees through rewarding who did a special performance would make others think why they weren’t rewarded. Thus, creating the motives to do a better job next time. Motivation is very important for any employee, it will make them work more, he will create good ideas” (AS3)
One of the supervisors commented that one of the ways followed in his department to foster innovation is, being close to the employees. Also the supervisor tries to decrease any additional pressure that could impact the employee’s creativity.

“I foster innovation by trying to be always next to my employees. I’m always with them when they are dealing with customers. In this way I give them the feeling that I’m always with them and beside them. Whenever they face any problem they found me there. For example I deal with all upset customer to reduce the amount of pressure they face” (AS2).

All supervisors agreed that the company innovates new ideas and the idea outcome is measured by the company.

“The company is innovative and the result of this new idea is measured” (AS1).

**Rewards and compensations**

Two of the supervisors stressed that one of the effective ways to foster innovation is to reward the creative employees. They mentioned that non-monitory rewards are effective tools to motivate employees to work better. From the monitory side both argued giving employee monetary rewards such as a certain amount of money motivates employees to be more creative.

“Fostering innovation requires motivating employees through monetary and non-monetary rewards” (AS2).

However one of them added that salary increase that happens once a year contributes in encourage employees to invest more time and efforts to come up with creative ideas in the company.

“Money wise a good salary increase enhances employees (AS1).

One of the supervisors commented that the rewarding policy is dissatisfying and unfair and inhabits innovation.

“Rewarding for innovative efforts is insufficient more over frustrating. Also it is impacting employees negatively and it stops them to innovate” (AS3).

**Similarities:**

- Two of the supervisors mentioned that one of the efficient ways to foster innovation is to reward the innovative employees.
**Who is Involved in the innovative think tank?**

All managers commented that everyone is allowed in the company in participating in suggesting innovative ideas. However final decisions are taken by the top management.

“Well everybody should be involved (in the innovative think tank) but when it comes to decisions or to new ideas or all decisions are taken by the top management” (AS2).

**Similarities:**
- All managers stated that everyone is allowed in the company to participate in suggesting creative ideas however decisions are taken by the top management.

**Comparison of managers and supervisors perspectives of innovative climate**

The table below provides a clear picture on the data gained from managers and supervisors. Aiming at, identifying major commonalities and differences between the manager’s and supervisor’s opinion regarding the concept of innovative climate.

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<td>Team work</td>
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</table>
Similarities and differences between managers and supervisors perspectives of innovative climate

This part discusses similarities and differences occurred between managers and supervisors on the emerging variables from the semi-structured interview. Differences were amongst the following,

1- Training
2- Learning
3- Fair work distribution
4- Competition
5- Monitoring.

While similarities were on,
1-Innovation.
2- Rewarding.
3- Involvement.

Innovation
Several arguments arose by all managers and all supervisors on the topic innovative climate. During the semi-structured interview managers and supervisors were asked to describe their understanding of how to create an innovative climate.

From the manager’s perspectives innovative climate presence were related to management style (empowerment), teamwork, work structure, rewarding policy and employee ability and willingness to innovate. More over all of them agreed that the company is innovating will and the outputs are measured.

From the supervisors perspectives innovation climate is related to being close to employees and reducing stress, motivation, rewarding and promotion policy, supervisor support, exposing to new technologies and the way of dealing with customers. Similar to the manager’s opinion, the supervisors agreed that the company is innovative and innovative activities are measured.

From the above mentioned point it could be noticed that similarities regarding creating an innovative climate concentrated on,

- Rewards and compensations policies
• Both highlighted the importance of the management style however the manager concentrated on management style by empowermen, while the supervisor pointed that supportive leadership is important in term of being close to the employees whenever they need them.

• All of them pointed that the company is innovative.

Similarities:
1-One of the managers and supervisors linked innovation to rewards and compensations.

**Rewards**
Six of the managers stressed that employees get rewarded for their innovative efforts. They stated that employees get rewarded by monitory and non-monitory rewards.

In contrast one of the managers and one of the supervisors wasn’t happy by the rewarding system in relation to rewarding the creative ideas.. The supervisor described his frustration by commenting that rewarding in the company is not fair and politics plays major role in it.

Two of the supervisors and one of the managers pointed that one of the effective ways to foster innovation is to reward the creative employees.

*Who is Involved in the innovative think tank?*
All of the managers and all supervisors commented that all of the employees are allowed to participate in innovative idea. But the final decision is taken by the top management.
Appendix J - Company B Interview Data

Appendix J provides the obtained quotes that describe each factor related to the study from all managerial levels at Company B. Also it presents similarities and differences between the different managerial levels, and similarities and differences within the managerial levels on each factor.

Factors impacting the organizational work environment from the directors perspective

The current study investigated factors impacting the organizational work environment in the company. Through a semi-structured interview directors and managers, pointed several elements influencing the organizational work environment in the company from their perspectives.

Seventeen factors were found at the directors’ level these were: motivation, monetary rewards, non-monetary rewards, job description, teamwork, routine, communication, satisfaction, physical work environment, training, rotation, delegation, transparency, process, communication and policy.

However at the manager’s level the nine factors were pointed to be influencing the organizational work environment at the company which were: rewards and compensations, teamwork, Physical work environment, training, rotation, delegation, transparency and policy.

Each of these factors are discussed and linked to each of the director and manager related quotes, to prove its relevance and importance to creating a positive organizational working environment as shown below.

Motivation

Two directors pointed that motivation is an important factor to producing a positive work environment.

“Positive work environment includes motivation” BD1.

In addition some stressed that it is important for employees to work in a motivating work environment. Asserting that the environment should be inspiring by allowing its employees to develop and grow through creating and implementing new ideas.
“work environment has to be stimulating for the employees so they can be performing and enjoying their work environment, they should have room to grow, which means that they should have initiatives” BD9.

The conceptual framework of the study is based on the motivation theories. Therefore finding from directors that motivation is important factor to creating a positive work environment, resonate with the theories of motivation that the study based on.

**Similarities:**

- Two directors stated that motivation is essential factor to producing a positive work environment.
- Some of the directors mentioned that the environment should be inspiring in a way that it allows workers to develop and grow through developing and implementing new ideas.

The next section discussed additional factor related to the rewarding system in the company, considered as factors impacting the organizational work environment.

**Rewarding system**

One of the directors indicated that the applied rewards system influences the image of the work environment in regards to being positive or negative.

“An effective rewarding system is an example of a positive working atmosphere” BD1.

Two types of rewards were mentioned by the directors these were; monetary and non-monetary rewards. Each will be discussed below,

**Monetary rewards**

Eight of the interviewed directors mentioned that monetary rewards are very essential factor impacting the environment. It is noticed that the majority believed that monetary rewards are important; this finding inspired the researcher to investigate more on the implemented rewarding system in the company.

“Monetary rewards are important factor that influence the work environment” BD5.
Different discussions arose in relation to the approaches or basics followed by the company regarding the cause of granting monetary rewards. One of the directors stated that monetary rewards are given in the company according to the achievements of its employees.

“I'm rewarded with the achievement I am getting” BD5

The justification of the statement is associated with the sales department that the director is leading, where rewards are given according to the achieved target.

Two directors added to the previous statement that distinguishing between employees when rewarding them is essential pointing to the concept of “fair appraisal”.

“Distinguishing between the people with high, medium, low performance is important, and here comes the fair appraisal which we have twice a year. According to the appraisal we decide on bonuses. Bonuses are related to the performance, achievements, to personal skills and competencies to initiatives, and participating in voluntary work, there is a lot of things to consider in order to operate the bonus for the employees” BD6.

Both directors are leading departments (quality, communication) were creative thinking and high performance is specifically needed. Making distinguishing between employees performance when granting a reward is essential to avoid dissatisfaction that might cause low performance.

In addition, one of the directors referred to the HR responsibility for building an appropriate rewards and compensations system. Emphasizing that creating efficient rewarding and compensation plans, contributes to enhancing employee loyalty toward the company.

“The HR is responsible to implement an appropriate rewards and compensation plans for the individuals, resulting in increasing loyalty” BD2.

Moreover one of the directors asserted that rewards are very important in creating a positive work environment pointing that the system needs improvement in the company.

“Rewards are essential to the work environment and I think that the company needs to work on developing the rewarding system” BD2.

One of the directors related the importance of monetary rewards to the Jordanian culture. According to the director perspective Jordanians are mostly aware about money, title and evaluation. Pointing, the significant affect of the monetary rewards on employee’s satisfaction.
“Employees need title and money and this is related to the culture (Jordanian). But the way I manage my employees is participative management so the only room for satisfaction would be monetary side, evaluation and job title. For me job satisfaction is mainly professionalism, autonomy, respect, appreciation” BD7.

In contrast one of the directors emphasized that rewarding in terms of money is important to enhance motivation but it is not the most important. Arguing that, appreciation should be the start and the next step should be the monetary rewards.

“ok this is a very important topic because there is always this perception that money generates motivation but really not only, it starts with saying thank you, it starts with appreciation in non monitory ways and of course in the end it has to be translated into money because this is absolutely how you reward but it is not the first step, and money alone is not sufficient” BD9.

This argument maybe related to the directors frustration with micromanagement from his upper management. As the director indicated his dissatisfaction with the upper management behavior.

Similarities:
- Eight of the directors pointed that monetary rewards are important factor impacting the work environment.
- Two of the directors mention that the given monetary rewards are based on employee’s achievements in the company.
- Two of the directors indicated the importance of the fair appraisal.

Differences:
- One of the directors stated that monetary rewards are the most important type of rewards for the employee’s referring to the culture. While another director mentioned that appreciation comes first and monetary rewards should follow.

Non-monetary rewards
Six directors agreed that non-monetary rewards are significant factor influencing the organizational work environment positively.
“Appreciation and recognition bring up a positive work atmosphere” BD4.

However was discussed from different views. Some indicated that applying formal way of appreciation is an effective tool such as appraising employees in front of others. Granting a certain gift would increase and enhance their motivation to work especially when monetary rewards are minimal or restricted due to the company policy.

"appreciation is good, simple gesture from a manager or a top hierarchy person would be of great help, I'm talking about this because I'm doing that with my subordinates, the tools are minimal to give them money for their achievements , yet with a tap on the back making let's say a formal appreciation for them in front of their colleagues would give a great impact on their job and at the same time would give you a positive nature within the team that if I did like what he did I will be appreciated too” BD5.

Another director discussed the affect of appreciation and recognition on employee’s turnover of the company. Emphasizing that lack of appreciation and recognition could results in high turnover.

“You find a lot of people who leave a company not only because of money but, just because they are not getting a daily appreciation of their work, they are not acknowledged or recognized” BD9.

Similarities:
- Six directors agreed that non-monetary rewards important factor impacting the organizational work environment.
- Some of them mentioned that using the formal way of appreciation is an effective tool especially when it’s hard to provide the monetary rewards.

The next section discusses another factor which was believed to influence the organizational work environment, this factor is recruitment as shown below.

Recruitment

Two directors raised the issues that matching employees skills with their positions and job requirements contributes to creating a positive work environment
“Fair distribution and the allocation of man power to position that fits their skills and competencies and organizational requirements, contributes to a positive work environment” BD2.

**Similarities**

- The directors argued that matching skills to job requirements is important issue because of its influence on the work environment.

The upcoming section will point job description as a factor impacting organizational work environment from the directors’ perspectives.

**Job content**

One director mentioned that endorsing employees by providing clear criteria of different aspects of their job requirements such as responsibilities facilitates creating a positive work environment.

“When you have basically the proper description for every employee when it comes to his job or responsibilities this produces a positive work atmosphere”

BD1.

The next section will discuss teamwork as a factor impacting the company environment.

**Teamwork**

A question was asked during the semi-structured interview aiming at indicating the importance of teamwork in relation to the organizational work environment. As a result all directors indicated that team work is a critical factor contributes to producing a positive work environment.

“Absolutely Team work is one of the important elements to producing a positive work environment” BD1.

Several comments mentioned by the directors regarding issues related to the teamwork concept. Two of the directors indicated the importance of the presences of teamwork spirit among employees. Moreover, stressing the importance of sharing knowledge and learning from each other.

“Employees should be able to work in teams, and to learn from one another.”

BD9.
In addition, two of the directors suggested that sustaining a friendly environment requires building good relationships between employees at all levels. Good relationships were described as maintaining a kind of informal relationships between employees.

“Positive work environment means that there is team spirit, there is a bit of informal relationship, I don’t say personal but a good level of relationship between them not just very purely professional. Because at the end of the day they spend eight hours together so there has to be some sort of a good relationship a bit past the professional relationship” BD3.

During the interview the researcher noticed that both directors are happy about the maintained relationship with the upper management. Moreover it was noticed that this relationship is influencing their work environment positively. Another director added that maintaining teamwork spirit helps in achieving the established goals. Asserting that successful task accomplishment via teams is a sign of a positive work environment. Especially when these tasks are restricted to time limits. And require the whole team contribution to complete it successfully.

"I think what really shows a positive atmosphere is when times of stress or short delivery dates is when everybody really puts all their effort into making things happen whether it’s their rule or not, I’m talking about a team that’s working together that have different jobs but still they are all under the same entity like in my department we handle events we handle advertising we handle internal communication so the positive work environment it really manifests itself mainly when we have a project that we need to deliver where everybody steps in whether it’s their job or not they all come together they all support each other” BD3.

It’s obvious that teamwork were related to goal achievement due to the nature of the department work requirements, were projects requires teams efforts and to stick to a certain deadlines. However one of the directors stated that the effectiveness of any team depends on individuals, whether they like working in a Team or not. Stressing that team work should happen between departments and at all organizational level.

“Team work depends on the individuals if they want to work as a team but the corporation between different department teams is important and you can see it in Company B how different departments work with each other” BD2.
Similarities:

- All directors highlighted the importance of teamwork in producing a positive work environment.
- Two of the directors focused on the importance of employee’s ability to work in a team and learn from each other.
- Two of the directors emphasized on building good relationships between employees at all levels. Thus, sustaining friendly environment at all levels maintaining good relationships between teams helps in achieving the established goals.

**Routine**

Three of the directors agreed that working on routine tasks impacts the work environment negatively. Working on challenging, new and variety of task creates an enjoyable organizational work environment.

“What I'm doing is something I really enjoy in the sales department. The word routine is not in our dictionary, we’re in a new business everyday. We don’t have the repetitive and constant routine of work. So, we, the sales department everyday is a new day, so routine is not there. Indicating to a positive working environment” BD2.

The director expressed his happiness about the type of work managed by him. Explaining that, the department is always countered with new challenges, tasks and situations. According to the director this situation contributes to creating more enjoyable and positive work environment.

**Communication**

Four directors emphasized that effective communication between subordinates and managers at all levels influences the organizational work environment positively.

”What I’ve enjoyed least in my environment is during the restructuring, whereby people virtually shut the door of the communication. During restructuring you face through lots of phases whereby you reach the point of denial, so basically it’s was really hard time for the business and let’s say for the manager or the subordinate to survive in such a situation.” BD5.
These directors have worked during the restructuring phase of the company when the merge happened. They experienced problems resulting from lack and failure of communication. The researcher thinks that the directors pointed to the importance of maintaining proper communication, because of the experienced difficulties during the restructuring process which impacted their work environment.

Also one of the directors complained about the lack of communication across departments in the company.

“One of the things that I enjoy least is lack of communication between/ across departments “BD7.

Similarities:
- Four directors emphasized on the importance of the effective communication between employees and between managers at all levels. Because of its influence on the organizational work environment.

Satisfaction
One of the directors revealed the concept of “win to win” situation for the company and its employees. Explaining that, both the company and its employees should be equally satisfied from the exchangeable benefits between them. Thus, the company is happy with its employee’s performance in the same time the employees are satisfied from what they are receiving according to their performance. Accordingly, this situation is considered to be an indicator of a positive work environment.

“To be a win to win situation for both the management and employee, where by once the management is satisfied with the work of the employees, and the employee at the same time is satisfied with appreciation from the management, I think that this would be a positive indicator of a positive work environment”BD5.

Physical work environment
Seven of the directors indicated that a positive work environment should provide the basic tools for employees to work with. Such tools facilitate and improve the way of working and ultimately enhance the organizational work environment.
“you need the basic tools for any employee, I mean an office, good lightning, good condition, the basic tools to do the job, the PC, the printers, this is what I consider as an positive work environment” BD8.

One of the directors expressed his discomfort with the physical structure of the workplace at the company. Stating that the building is rented by the company and due to these issue offices doesn’t have the adequate and comfortable structure in terms of spacing, lighting and air conditioning for example.

”The company does not own the building. Therefore the spacing is very tight, lighting and air condition were not operating so well in all sections” BD8.

Thus, one of the indicators of a positive work environment is when people are comfortable with their surroundings

In contrast two directors were happy about their physical work environment conditions.

“The provided facilities in the company in terms of physical recourses are satisfying to complete work successfully” BD6.

The researcher justifies these two contradictory opinions to the renting issue in the company. Were maintenance is not done properly by the owner as the researcher observed that some part of the building is in a better condition than others. Moreover offices spacing and size in the company were different between departments causing tightness in some sections and reasonable spaces in others.

**Similarities:**
- Seven of the directors indicated that a positive work environment should provide the basic tools for employees to work with.

**Differences:**
- One director pointed his discomfort with the physical structure of the workplace at the company. In contrast two directors were satisfied about their physical work environment conditions

**Training**

Eight of the directors emphasized that training is an important method that improves and impacts the organizational work environment.
“Training is one of the most critical issues to improve the work environment; moreover it creates a positive working environment” BD4.

According to the directors, training concept was discussed from different perspectives. Two of the directors stated that providing the proper training is one of the main concerns when applying the training program to its employees. The provided training should suit and match employee’s requirements, and develop and enhance employee’s skills. Also employees should have the time to accomplish the required training program.

"Training is needed but the thing is having the time to accomplish it. And the company should provide the proper training to the proper parties; effective training depends on the type of training provided”BD1.

Three of the directors described training as a learning tool that contributes to improving employee’s skills and thinking. However each one of those pointed to the positive impact of training on employees in different ways. One of them stated that training improves creativity the organizational work environment.

“Training is one of the learning and development tool for the employees, so yes it impacts the innovation and the environment for the employees, yes”BD6.

Another asserted that training develop the feeling for employees that the company is investing in them.

“Training is a tool to improve learning; however its importance comes from the need of employees to feel that the willing to invest in them”BD3.

The last one noted that training kills job routine. Being a way from work for a certain period of time while practicing new activities and obtaining new knowledge, increases employee’s motivation to get back to their normal work again.

“Training definitely, training is fundamental this is how you improve and also it takes you out of your day to day job, think of other things, open your mind to other areas so this is definitely critical and successful tool for learning”BD9.

**Similarities:**

- Eight of the directors insured that training is an important issue to improve organizational work environment.
Two of the directors confirmed that applying the proper training is one of the major concerns when providing the training program to its employees.

Three of the directors described training as a learning tool that contributes to enhancing employee’s skills and thinking.

**Rotation**
During the semi-structured interview three of the directors pointed at the importance of job rotation for the organizational work environment specially when focusing on the telecommunication sector. According to them, this sector requires high skilled employees; thus implementation rotation as a strategy in the company develops the required skills and experience for employees to perform their job.

“Job rotation, I’m one of the examples, when I joined this company I used to be the sales training manager, then I shifted to sales manager then back as a business developing manager, H.R manager and now I am the lead director, so basically again for a telecom company and our environment in particular job rotation is really critical” BD5.

The researcher felt that these directors indicated the importance of this issue because firstly, one of the directors experienced job rotation in the environment of the company and felt the positive impact of it on his own career path. Secondly, one of the directors participated in the restructuring stage of the company were rotating employees were critical. Thirdly, rotation is important to this sector as it aid in learning and gaining different skills from different departments, which is essential element for the company success in such highly technological and competitive market.

**Similarities:**
- Three of the directors stated the importance of rotating employees for the organizational work environment in the telecommunication sector.

**Delegation**
During the interview all directors pointed the importance of delegating authority when they were asked about its criticality in producing a positive work environment.
“Getting the proper authority is one of the important aspects in producing positive work atmosphere” BD1.

Three directors commented that delegation depends on the availability of the proper capabilities and skills that can handle dealing with the delegated issues. Also they believe that it should be practiced within a certain limits.

“Delegation is critical, dependable on the support unit, if you have the confidence and the belief that your subordinate is capable of course with the empowerment of such subordinate, I think delegation is good but with limited authority”. BD5

Two of the directors related the presence or the amount of autonomy allowed in any company to management style.

“Sometimes there is micromanagement, your boss goes to the details of your work and doesn’t give you autonomy” BD7.

These two directors showed their frustration about their relationship with the upper management. As they were complaining about the curiosity of the top management for going through all their daily work details.

Moreover one of the directors explained that delegation can be used as a tool to motivate employees to work better, especially when the management is restricted to a certain budget for rewarding employee’s financially.

“So we can say that delegation is another way of motivation” BD2

The researcher believes that the director pointed delegation as an aiding tool to motivate employees due to the nature of the department he is managing, as the achieved targets are rewarded by a certain amount of bonuses. Thus, when financial rewards are minimal, delegation can be used as a tool to keep employees motivated to work.

Furthermore one of the directors stated that delegation reflects to its employees that they are trust worthy by the management. Also a successful manger is the one who delegates some functions in order to decrease the amount of work load on him, and to keep the teamwork spirit up. But emphasizing that limited delegation is crucial.

“Delegation also reflects the trust of the manager in his employees, and in my opinion the successful manager will delegate his jobs to the sub-ordinates, because if he want to do everything his way by himself, he will be loaded and
there is no need for the team, now you can delegate some functions, but you cannot delegate the authority in some critical issues so it's important but not in all situations, in some critical missions you cannot delegate” BD6.

Similarities:
- All directors stressed the significance of delegating authority when they were asked about its importance in producing a positive work environment.
- Three directors commented that delegation depends on the availability of the proper capabilities and skills that can handle dealing with the delegated issues. Also they believe that it should be practiced within a certain limits.
- Two of the directors linked the existence or the amount of autonomy given in any company to management style.

Transparency
According to one director clarifying rules is an important component to the producing a positive organizational work environment.

“Negative work environment occurs when the company lacks transparency in terms of rules and terms” BD1.

Process
Three of the directors commented that implementing a smooth process in the organization contributes in enhancing work performance and the organizational work environment. Also they mentioned that long processes are de-motivating.

“Processes are too long and sometimes it gets tiring, it’s un-motivating when you have an idea and processing it takes too long. Long process de-motivate and creates a negative work environment” BD3.

Similarities:
- Three of the directors stated that implementing a smooth process in the organization enhances job performance and the organizational work environment. Moreover long process is de-motivating for employees.
Policy

Two directors mentioned that the company policy needs some improvement. Improvements should be made in regards to the use of professional language, rules and regulations, strict law that protects employee’s rights.

“Policy in the company needs to be improved in terms of professional language all the time, rules, regulations and strict law that protects employees, these improvements will enhance the work environment in the company” BD7.

The previous comments were mentioned because of the negative relationship with the upper management of both directors. The other directors didn’t comment the same as they were happy with the upper management behaviour.

Similarities:

- Two directors stated that the company policy needs some improvement in certain areas.

Factors impacting the organizational work environment from the managers perspective

Rewards and compensations

Both managers stressed on the importance of rewards and compensations whether monetary or non-monetary as an important factor impacting organizational work environment.

Similarities:

- Both managers have agreed that rewards and compensations are an essential factor that produces a positive work environment.

Team work

Both managers stressed that teamwork is necessary for producing a positive work environment. They added that employees should ability and capabilities to work within a team in order to perform teamwork successfully.
Similarities:

- Both managers insured that team work is essential for the organizational work environment.

**Physical work environment**

One of the managers was frustrated with offices distribution, lack of privacy and lighting at the company.

**Training**

According to the interviewed managers both of them emphasized that training is important to creating a positive work environment. They added that formal training which grants completion certificates is the main focus. However one of the managers encouraged sharing the obtained knowledge across the company departments.

Similarities:

- Both managers stated that training is important to creating a positive work environment. Moreover they mentioned formal training which grants completion certificates is the main concern.

**Rotation**

One of the managers pointed that rotation is important to the work environment.

**Delegation**

Regarding this concept one of the managers argued that the amount of authority given in taking a decisions impacts both working schedule and the organizational work environment.

The other manager pointed the difference between empowerment and delegation. Stating that empowerment is allowing a kind of authority and not full one while delegation is related to full authority.

**Transparency**

One of the managers emphasized on the importance of transparency as a factor influencing the
environment of the company.

“talking about us as a medium levelled management in the company we don’t know everything, but sometimes we find out about things a little bit late than we should know”BM1.

This issue has been pointed out in relation to the upper management policy, were ambiguity occurs when new managerial decisions are made. The other manger didn’t complain due to the nature of his work. As he is leading a project in the company managed by his own, were if any changes in the company happens it want affect him.

Policy
Company policy was criticized by one of the managers in regards to the annual increase and promotions, stating that it is not clear.
Comparison of directors and managers perspectives of organizational work environment

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The table above was designed in order to help the researcher to compare between the directors level and the manager level. The table will assist the researcher to find the similarities and differences easily.
**Similarities and differences between directors and managers perspectives on organizational work environment**

This section spots similarities and differences occurring from comparing the data obtained from a semi structured interview between two different managerial levels. The differences between directors and managers were on,

1. Routine.
2. Job description.
3. Recruitment.
4. Communication (between employees)
5. Satisfaction.
7. Communication (between departments).

However similarities appeared on,

**Monetary and non-monetary rewards**

As shown below several similarities revealed regarding the psychological part of the environment, when the researcher conducted a comparison between the two managerial levels. Both directors and managers agreed that monetary and non monetary rewards are important. In addition both stressed the importance of team work.

Eight of the interviewed directors mentioned that monetary rewards are significant factor influencing the organizational working environment. Moreover six directors agreed that non-monetary rewards are significant factor influencing the organizational work environment positively. Similarly, rewards whether monetary or non-monetary were pointed by both managers as a key factor affecting the organizational work environment in the company.

**Teamwork**

Both managers stressed that teamwork is critical for creating a positive work environment. Stating that, employees should have the ability and the desire to work within a team.

All directors indicated that team work is essential factor contributes to constructing a positive work environment. Regarding the presence of teamwork spirit only two directors have mentioned the importance of the desire of sharing information and learning from each other.
**Physical part**
One of the managers was unhappy with the offices distribution and lighting at the company. Moreover the manager was upset about the lack of privacy that occur form bad offices distribution. One of the directors argued about his discomfort with the physical structure of the work environment at the company.
In contrast to the previous directors and manager, two directors were satisfied and comfortable about their physical work environment conditions.

**Training**
According to the interviewed managers both and eight of the directors emphasized that training is important to creating a positive work environment.

**Rotation**
One of the managers and three directors mentioned that rotation is essential in relation creating a positive work environment to the work environment.

**Delegation**
During the interview all directors and both managers pointed the importance of delegating authority in producing a positive work environment.

**Transparency**
One of the managers and one of the directors emphasized on the importance of transparency is an important component influencing the environment of the company.

**Policy**
However the other manager didn’t complain about the company policy as he is leading a temporary project by his own that aims at improving and changing the structure of the company.

**Factors impacting the job satisfaction from the directors perspective**
The researcher tried to obtain information regarding factors influencing employees job satisfaction at the company. Semi-structured interviews were conducted at two different
managerial levels, revealing two different opinions regarding factors impacting job satisfaction in the company.

At the directors level the related factors were: *rewards and compensations including monitory and non-monetary rewards, rotation, training, delegation, physical work environment, progression and monitoring plans, teamwork, job content, management style, routine, support environment, recruitment, culture, head count, work environment and industry.*

However at the management level the suggested factors were: *Rewards and compensations incorporating monetary rewards and non-monetary rewards, training progression and monitoring plans, teamwork, job content, management style, recruitment and work environment.*

**Rewards and compensations**

Rewards and compensations are concerned with financial or non-financial return gained from exchangeable benefit between the company and its employee’s.

The researcher noticed that rewards and compensations is a major concern as all directors indicated its important impact on employee’s job satisfaction.

“I would say the rewarding policy will affect job satisfaction” (BD8).

Compensations plans were discussed by focusing on the provided salary and benefits. Three of the directors agreed that salary is a critical issue impacting job satisfaction.

“One of the important job characteristics for employees is having good salary and position” (BD7).

Two of the directors expressed their satisfaction on the compensation and commission system followed at the company. They described it as an effect tool that satisfies the employee needs in terms of salaries and salary increase. The researcher noticed that both directors were comparing their situation to other local companies in the market. The researcher felt that due to the financial crisis few of these companies increased their employees’ wages.

“we have a very interesting commission plan or compensation system for sales people, yes we have the incentive, and on yearly base we do the revision of salary increase, in fact we are one of the few companies that really had increased employees’ salaries last year. While most of the companies were following the strategy of cutting cost such as reducing the number of employees or reducing
their salaries. We were among the few companies or organizations that granted salary increases.” (BD2).

All directors commented that the provided benefits are satisfying. However certain benefits are based on seniority and are granted to a certain level of employees in the company.

“Everybody is entitled to health insurance, and actually we are the only company that offers health insurance for him, his family, and his parents, so it’s a very good benefit, plus there is the provident fund that you participate with a part of your salary and you get that money at the end so it’s like a saving account. Of course all the benefits on the discounts on handsets on the lines, free phone calls, discounted ADSL, and the seniority yes the higher grades get better benefits” (BD3).

The rewarding policy in the company was discussed through differentiating between two different concepts which were monetary and non monetary rewards. Starting with issues related to monetary rewards, one of the directors stressed that it’s important to use monetary rewards as a tool to distinguish between employees to improve job satisfaction. Even though monetary rewards are exercised for unique performance in the company still it is a poor process that needs improvements.

“Now they did lately extra bonus to distinguish employees (to enhance job satisfaction), but it’s still it is very shy process” BD6

Moving to the non-monetary rewards, five of the directors mentioned that appreciation has direct impact on job satisfaction.

“Thank you is as simple as that, simple statement but makes wonders and increase satisfaction” (BD1).

Two of the directors pointed that appreciation is the most important rewarding method to their employee. Further they stressed that it is more important than monetary rewards.

“I believe appreciation is not by money, by saying it, saying thank you is the most important and is more important than monetary rewards” (BD8).

Two of the directors commented that the try to maintain practicing appreciation with their team, as a non-monetary tool. Thankful emails and appreciation certificates or gift voucher is one of the ways.
“what I do for my team I always send a thank you, and I always ask the management to remember my team and always send a thankful letter to them” (BD1).

Similarities:

- All directors stated that the rewards and compensations impacts employee’s job satisfaction.
- Three of the directors mentioned that salary is a critical component influencing job satisfaction.
- Two of the directors showed their satisfaction on the company compensation and commission plan system.
- All directors commented that the company provides good benefits to its employees but some of these benefits are based on seniority.
- Five of the directors pointed that appreciation has direct effect on job satisfaction.
- Two of the directors are trying to maintain appreciating their team, as on-monetary tool in their department.

Rotation

Three of the directors pointed that rotating employees enhances job satisfaction. They mentioned that employees needs and asks for new tasks all the time. Thus the manager should challenge his employees and expose them to new tasks to enhance their skills.

“Job satisfaction for them is linked to job rotation, what really they need and they keep asking for is to do new things, so the challenge for the manager is to manage to provide new things all the time, I mean new things, I don’t mean new because they are new, things in order to enhance their skills” (BD9).

One of the directors mentioned that the company is implementing job rotation strategy. Employees are exchanging position and duties all the time.

“job rotation is implemented every now and then, we’re rotating between section heads, team leaders, we’re changing jobs every now and then between individuals as well, and a call centre agent can work as sales sometimes and goes back to the original position, and vice versa” (BD2).
Similarities:
- Three of the directors linked job satisfaction to job rotation.

**Training**

Training in terms of enhancing employees' skills by learning new knowledge was indicated as a way of improving employee's satisfaction. Five directors confirmed the relationship between training and job satisfaction.

"Job satisfaction is highly linked with training" (BD6).

The provided training opportunities by the company were discussed from different anchors. One of the directors mentioned that as part of the rewarding system the company trains its best achievers in France. The provided training allows the employees to interact with different cultures. Interacting with different cultures was indicated as a positive issue that takes employees out from their daily work routine. As a result employees will return to their jobs more motivated to work and more experienced.

"For the best achievers we send the employees to France for training sessions in business schools or we send them for few days of interactions with other controllers from other countries from different countries of Company B or France. This is always very positive, people enjoy that, so they are taken out of their daily job, they go to France so it's a part of the rewarding system, because we send the people who deserve that" (BD9).

One of the directors mentioned that the company has its own E-learning school that provides the required training for the employees.

"We have Company B management school it applies E learning and actual workshops. Let's say I require a certain management skill that I want to improve through it my skills and my subordinate's skills. I ask for such a course and they provide it with E learning and then we do a course on that, the course is a pure case study that we study and it highlights the training requirements" (BD5).

Three of the directors stated that the company is motivating its employees and enhancing job satisfaction by providing the proper training that improves their skills.
“we are taking care of them (employees), and we are motivating them by training courses, being close to them, close coaching sessions, on the job training and all sort of training and coaching to lift their skills up” (BD2).

**Similarities:**
- Five directors confirmed that training impacts job satisfaction.
- Three of the directors stated that the company motivates its workers and improving job satisfaction by providing the right training that improves their skills.

**Delegation**
Delegation was described before as the amount of authority given in taking decisions. Three of the directors mentioned that delegating authority to employees contributes to job satisfaction.

“Delegating authority contributes to satisfaction” (BD1).

**Similarities:**
- Three of the directors pointed that delegating authority to employees contributes to job satisfaction.

**Physical work environment**
Providing the appropriate working conditions such as suitable surroundings and tools contributes to employee’s job satisfaction. Two of the directors indicated the significant effect of the physical work environment on job satisfaction.

“Providing the right environment the basic tools increases job satisfaction” (BD8)

**Similarities:**
- Two directors indicated the importance of the work conditions to satisfaction.

**Progression and monitoring plans**
Progression and monitoring plans could be named as the performance appraisal in the company. Thus, it is the process which allows an employee to know the degree of match between his performance and the overall company goals. Also it provide the company rich resource of information about what needs to be done to improve the company and employee efficiency.
Two of the directors agreed that having a clear progression and monitoring plans for each employee contributes to job satisfaction.

“Definitely grading system, the appraisals contributes to job satisfaction”

Four of the directors indicated that progression and monitoring plans are very well implemented in the company. Employees performance is observed and evaluated following a certain criteria embedded by the management. The criteria specify the objectives and targets that are need to be met by each employer. Accordingly the management and the HR decide on the worker who deserves to be promoted.

“In terms of the progression when we do evaluations at each semester the manager has to say whether the employee has good/bad or high potential and ambition and so on, there are 3 criteria. Also there is a human recourses team comity who every year decides on people evolution” (BD9).

Moreover one of the directors added that progression and monitoring plans are implemented as a policy in the company, however it could not be practiced properly because it depends on the availability of vacancies.

“The company has a well established progression and monitoring plans. But it depends on the performance and on the vacancies or the opportunities in the organization. Sometimes it's the time for an employee to be a team leader, but there is no available vacancy for team leader, so there is a plan but can't be implemented accurately, it is not a must or an obligation to get promoted in a certain time” (BD6).

In contrast three of the directors complained about not having a clear progression and monitoring plans. Suggesting, the company and specifically the HR department should work more on this issue.

“We need to work on providing clear progression and monitoring plans. Moreover the HR department should make more effort to implement a proper one” (BD8).

Similarities:

- Two of the directors agreed that designing a clear progression and monitoring plans contributes to job satisfaction.
Differences:

- Four of the directors stressed that progression and monitoring plans are very well designed in the company. While three of the directors were frustrated about not having a clear progression and monitoring plans.

**Teamwork**

One of the directors highlighted that the presence of teamwork spirit influences job satisfaction in the company. Teamwork was described as the ability to work within a team and perform the assigned tasks and goals.

“When employees are successful working together within a team; job satisfaction increases” (BD3).

**Job content**

One of the directors mentioned that one of the company methods of enhancing job satisfaction is creating clear job description and design.

“The company has enhanced job satisfaction by working on job design and job description” (BD5).

Five of the directors agreed that they have a clear job description for each department and for every worker.

“Of-course definitely for each and every job there is clear job description” (BD2).

Job description in the company is designed but it needs refreshment every certain period of time. This comment was raised by two directors.

“We don’t refresh them as quickly as they should be, because the changes are very quickly, actually you have job descriptions for the ordinary job descriptions, senior controller, junior controller, controlling director, so everything is documented” (BD9).

Two of the directors stated that job description is their however not all employees follow it exactly. Pointing that when the environment is positive the company employees become more creative and work further than what is required.

“We do, yes, but it doesn’t mean that we stick exactly word by word to the job description, when you create a positive environment people tend to do even more and beyond the job description” (BD4).
One of the major differences that the researcher found, two of the directors indicated that they don’t have clear job description provided by the company.

“I don’t have clear job description” (BD3).

In addition one of them added that she designed her own when she joined the company however her employees do not have it.

“When I joined actually it was a funny job description. It didn’t have any media planning, didn’t have anything related to communication, I designed my own job description, but my employees they don’t have it” (BD1).

**Similarities:**
- Five of the directors stated that they have a clear job description for each department and for every employee.
- Two directors agreed that job description is implemented however it needs updating.
- Two of the directors stated that job description is not followed by all employees.

**Differences:**
- Two of the directors stated that they don’t have clear job description provided by the company.

**Management style**

Two of the directors indicated that management style plays a major role in employee’s satisfaction. For instance an employee would be granted a good salary with a proper title but still not satisfied because of the management way, procedures and policies.

“Management style is important the way the company has managed the vision and the direction. The management style has a significant role actually, the biggest role, because you can have all of this (salary, title ...etc) but not happy with the way you’re being managed, so management style is an important factor in relation to job satisfaction” (BD3).

**Similarities:**
- Two of the directors indicated that management style has a major impact on employee’s satisfaction.
Routine
Routine in work was considered as a way of killing creativity and impacts employee’s satisfaction. Three of the directors expressed that employee’s in their department are frustrated from doing the same tasks all the time.

“I think that from my past experience I just noticed that the first thing is that routine kills everything and as a most it kills creativity, and impacts the satisfaction” (BD1).

Similarities:
- Three of the directors pointed that their employee’s dissatisfied from doing the same type of work all the time.

Support environment
Gaining team and company support and recognition leads to a satisfied employee this statement was indicated by one of the directors.

“With the support of your team, the support of the organization and recognizing your services job satisfaction increase” (BD4).

Recruitment
Two of the directors indicated that job relevance is very important. Recruiting employees in the right place is essential. Thus, matching employees’ skills and capabilities with the assigned role influences job satisfaction. Moreover granting a salary that matches these skills increases job satisfaction.

“Positioning the employee in the right place, whereby you have the job description and you have the employees’ capabilities and characteristics and of course skills and experience. if you have a right match between this and that of course with the right grade and salary I believe the employee is fine” (BD5)

Similarities:
- Two of the directors indicated that job relevance impacts job satisfaction.

Culture
One of the directors indicted that being from one culture facilitate the work. In Jordan most of the workers are locals it’s hard to find foreigners working in any organization. All employees
come from the same culture and have the same values and norms and habits. This situation minimizes conflicts between workers and facilitates the work therefore contributing to the organization success.

“I think the social environment plays a major role, I'm not generalizing, but in Jordan in particular the social environment plays a major role, because you come from the same community, where everyone knows everyone, and this facilitates your work within the environment” (BD5).

Head counts
One of the directors mentioned that number of workers employed in each department influence workers satisfaction. For instance lack of workers will increase work load and stress, resulting in dissatisfaction.

“For my experience definitely head counts impacts satisfaction” (BD1).

Work environment
One of the directors linked work environment to job satisfaction supporting the proposed study model. The director mentioned that the environment should be inspiring in a way that employees enjoy working in it. Moreover he highlighted the importance social relations between employees. According to him such environment will increase employee satisfaction.

“Job satisfaction is about stimulating environment and environment that you enjoy working in everyday, and it’s about people relations between each other” (BD9).

Industry
One of the directors suggested that the industry which the company operates in should be considered when applying the study model. This was mentioned when he was asked whether any additional factor is needed to be added to the proposed model.

The company is operating in a very competitive market to compete and success in this situation, innovation is strongly required. Therefore creating an innovative climate by increasing job satisfaction and enhancing the work environment is critical for the company survival.

“I think the industry is important, I will not limit it to factors within the company, what creates an innovative climate let's say that in Company B is that the telecom industry is crazy, it's very competitive and very dynamic, it's not because Company B is dynamic, Company B is dynamic because it has to be dynamic, so learning, support environment, job content, all of this is inside the company, I would add maybe something that is about the industry you operate in” (BD9).
Factors impacting the job satisfaction from the Managers perspective

**Rewards and compensations**
One of the manager’s pointed that salary that matches employees education, experiences and title is the most important to reach job satisfaction.
Moreover the manager was dissatisfied with the company compensation policy claiming that, it’s not clear and it depends on the management decision. While the other manager stated that according to the employees appraisal they rewards inform of a bonus. Both managers were satisfied by the provided benefits provided however they stated that some of the benefits are based on seniority.

**Similarities:**
- Both managers were satisfied by the benefits provided by the company

**Differences:**
- One the manager was frustrated by the company compensation policy while the other one was finding it satisfying.

**Training**
Both managers pointed that learning new things is very important for employee’s satisfaction. Indicating that learning can be obtained by training and learning from colleagues or sometimes from customer.

“But satisfaction comes also with learning new things like attending trainings, or through team members, from your pears and from your customers also” (BM2).

**Similarities:**
- Both of the managers indicated that learning new things is very important for employee’s satisfaction

**Progression and monitoring plans**
One of the managers mentioned that the company progression plan is somehow clear. It presents a picture of employee’s career path in terms of salary and position.
The other manager commented that it changes every now and then. Commenting that, monitoring employee’s progress is done through the appraisal system.

**Team work**
One of the managers ranked teamwork as the second important factor after salary in relation to reaching employees job satisfaction.

**Job content**
Both managers agreed job description covers all aspects for the employees.

**Similarities:**
Both managers agreed that employees have clear job description.

**Management style**
Management style was considered by both managers as an important element impacting job satisfaction.

“Management style has a significant impact on job satisfaction” (BM2)

However different arguments were raised by both of them. One of the managers commented that one of the major causes of dissatisfaction is the management style of the company. Pointing at the negative effect of the lack of transference and communication between the upper management and the employees, regarding new decisions taken.

“when the management itself is not clear, when there are decisions taken that affects all of us, and we hear from people, the direct manager doesn’t say, no transparency, it generates dissatisfaction” (BM1).

While the other one discussed the importance of distinguishing between types of employees regarding the suitable way of managing them. For instance some employees are likely to be working under a controlling manger. However others like to have their freedom on making decisions and managing their work. Therefore an effective manger knows how to deal and manage these different types of employees.

“Dissatisfaction is mainly due to the management you have, the style of management you receive or you provide to your team, for the management style should be adapted to each individual profile, you have people that likes to be pampered, that need nesting, you have people that are leaders, that need
empowerment, you have people that are self sufficient so this is what I want, do it, and do not go into micro management to much, just control, so the job satisfaction is when you are managed while you are in a situation to do your job according to your profile, according to your mindset” (BM2).

**Similarities:**
- Management style was considered by both managers as an important factor impacts job satisfaction.

**Recruitment**
Two of the managers indicated that job relevance is very important. Recruiting employees in the right place is essential. Thus, matching employees’ skills and capabilities with the assigned role influences job satisfaction. Moreover offering the proper compensations that matches their skills and role impacts job satisfaction too.

“Job satisfaction is about matching employees skills to positions. Also providing a proper compensation packages that suites employee’s capability” (BM1).

**Similarities:**
- Both managers agreed that the match between employee’s skills, compensations and position contributes to job satisfaction.

**Work environment**
One of the managers commented that healthy environment which means, friendly and good relation between employees impacts job satisfaction. This statement was raised when he was asked what satisfaction means to him.

“Healthy environment in work, being friendly to each other” (BM1).

**Comparison between directors and managers perspectives of job satisfaction**
The table below was designed in order to help the investigator in conducting within and between groups comparison. The comparison was at two managerial levels, the director’s level and the managers’ level in the company. Using the table aided in finding similarities and difference between and within groups.
This part spots the similarities and differences appeared between directors and managers after conducting the analysis. Significant amount of commonalities differences on themes and sub-themes were found between directors and managers views. These were,
1- Rewards and compensations.
2- Monetary rewards.
3- Non-monetary rewards.
4- Training.
5- Progression and monitoring plans.
6- Team work.
7- Recruitment.
8- Work environment.
9- Management style.
10- Job content

These similarities will be discussed below,

**Rewards and compensations**
Different views accrued regarding rewards and compensations during the interview process. These views emerged similarities and difference when comparing between both managerial levels (directors and managers) as shown below,

**Monetary rewards**
Three of the directors and one of the managers mentioned that salary is a critical component influencing job satisfaction. However the manager added that it is the most component and should be linked to qualifications and title. The researcher felt that given salary for the directors’ level is much better than the managers’ level. Accordingly the manager stated that it is the most important component.

All directors and managers commented that the provided benefits is satisfying, however some are based on seniority.

Two of the directors stated that the company compensation and commission plan system is satisfying. In contrast one the manager was disturbed because of the company compensation policy because it is not restricted to a certain criteria.

**Similarities:**
- Three of the directors and one of the managers stressed that salary is important component influencing job satisfaction.
• All directors and managers mentioned that the provided benefits is satisfying, however some are based on seniority.

Differences:
• Two of the directors stated that the company compensation and commission plans are satisfying. In contrast one the manager was disturbed because of the company compensation policy because it doesn’t follow certain criteria.

Non-monetary rewards
One of the directors expressed his satisfaction on what he called team building activities for each department. Similar to this statement one of the managers pointed that non-monetary rewards are well established in the company and applied to each department.

Two of the directors are trying to sustain appreciating their team, as on-monetary method in their department.

Similarities:
• Both managerial levels articulated their satisfaction on the non-monetary rewards in the company.

Training
In general six of the directors and one of the managers were highlighting the importance of training their employees.

Similarities:
• Pointing the importance of training.

Progression and monitoring plans
Four of the directors and one of the managers indicated that progression and monitoring plans are implemented in the company. The manager added that it is not practiced well because it’s impacted sometimes by the lack of vacancies. Opposite to the above one of the managers argued that the progression and monitoring plan system in the company is not stable. Moreover one of the directors mentioned that this system is not implemented well and the company (HR) needs to work on it more.
Similarities:
- Four of the directors and one of the managers indicated that progression and monitoring are plans implemented properly at the company.

Differences:
- One of the managers argued that the progression and monitoring plan system in the company is not stable.
- Moreover one of the directors mentioned that this system is not implemented well and the company (HR) needs to work on it more.

**Team work**
One of the directors mentioned that team work influences job satisfaction. One of the managers indicated that team work is the second important component after salary in relation to employee’s job satisfaction.

**Recruitment**
Two of the directors and one of the managers indicated that job relevance is essential. Therefore, matching employee’s skills and experiences with the right position impacts satisfaction.

**Similarities:**
- Recruitment it essential factor impacting job satisfaction.

**Work environment**
One of the directors and one of the managers linked work environment to job satisfaction supporting the current study model.

**Similarities:**
- Both linked satisfaction to work environment.

**Management style**
Two of the directors and both managers indicated that management style plays a major role in employee’s satisfaction.
Similarities:
- Both stressed the importance of the management style on satisfaction.

**Job content**
Five of the directors and both managers agreed that they have a clear job description for each department and for every worker.
Opposite to the above two of the directors pointed that they don’t have clear job description.

**Similarities:**
- Five of the directors and both managers agreed job description is clear for each department and for every employee.

**Differences:**
- Two of the directors pointed that they don’t have clear job description.

**Factors impacting innovative climate from the directors perspective**

**Innovative climate**
Different perspectives were adopted by the directors when they were asked to summarize their understanding of the term innovative climate.

One of the directors stated that innovative climate means “wonderful environment” he described it as the environment that supports the creative idea and invest in him by providing the proper training. He added that one of the elements that enhance the innovative climate is being appreciated. Further proper communications between departments has a great impact on such a climate.

“Innovative climate is a wonderful work environment, I look forward to learn and definitely I'm learning more and more every day. I'm being supported, by the management in terms of what I think and in terms of self investment in me, so basically I'm taking the proper training, that's the positive, and I'm being appreciated at the end of the day, that's the positive one, and proper communications between parties” (0D1).
Three of the directors mentioned that innovative climate is created when the company supports the employee to come with creative ideas. By providing the time and space for the employee to think. They emphasized that the company is facilitating the time and space for each employee to think. Also providing good work environment and satisfying employee’s needs contributes to positive work environment

“Innovative is to give the freedom for everybody to put his idea into practice, to embrace the ideas of the employees to let them think, give them the space, the time to do the idea, and this is usually done. Also providing them with the proper logistics and proper work environment and satisfying them. If the positive work environment is accomplished and job satisfaction is reached, definitely as a result there will be innovative climate” (BD2).

Two of the directors provided an example practiced in the company related to innovative climate. The example explained how the company tried to foster innovation by announcing monetary and non-monetary rewards for the creative idea. The director mentioned that employees were motivated to participate because of the announced rewards. However the company also made the winner employee participates in the implantation of the idea

“I remember a couple of months ago we said who comes with a great idea will be rewarded extra amount of money, or will be rewarded a mobile phone, and you can imagine that hundreds of employees went and participate in this contest, we had like 3 or 4 ideas in the form of project at the moment. The employee who had this idea is a member of this project team, so this is innovative” (BD2).

One of the directors commented that because of the industry they are working in a lot of innovative ideas can be given. He emphasized that the company provide the opportunity for employees to suggest ideas. However they take in consideration ideas that contribute positively to revenue.

“Innovative if I personally would understand is being given the chance to give ideas, new ones let’s say within our business, we can contribute so much by giving new marketing ideas about new products that you might launch for the customers and we do every year we give chance to all the employees to come up
with innovative plans, innovative ideas for the company, and we do take into consideration and sometimes implement such ideas, if it serves the purpose of enhancing the revenue, enhancing selling products for the company, we do that” (BD4).

One of the directors linked innovative climate to the relationship between employees and managers. Commenting that the employees should have a clear picture of what is happening in the company in terms of challenges, future plans, and growth for example. Adding that the exposure to company information should be limited, however it absence contributes negatively to the innovative climate.

“it's an interactive climate between then employees and their managers, or the manager, and when people are really exposed to the global strategic thinking of the group or the company, now if the employee is not exposed to such a level of information no innovation will happen, whereby I don’t say that you should be exposed for the whole thing but at least to get a piece of the picture to see where we are going, to see what we are facing, to be involved in decision making then I believe innovation would happen” (BD5).

One of the directors stressed that a relaxing work environment contributes to an innovative climate.

“The healthy work environment will lead to innovation, when you tell me that x company has innovative climate, first thing that comes up to my mind is that it's very healthy, so they can open their minds, think out of the box, because they are relaxed and they are happy and they have nothing to worry about, so they are looking for the innovation” (BD7).

Eight the directors mentioned that the company is innovative. Therefore new ideas are always created by the employees. The researcher picked on of the provided examples to show one of the creative ideas as shown below.

“We worked on the sales process the commission of a sales process. We had this time gap between signing the customer on the contract having it on the system and then the installation by the technical team. So we reduced this period from 7
days to 4 days, by leveraging on the technology that we have, which is the 3G and the internet everywhere. The sales rep. do all his stuff and registering contract over the year at the customer premises, and there is no need for a contract to be delivered” (BD2).

In contrast one of the directors commented that the company is not motivating its employees to be innovative.

“(foster innovation) what I’m seeing is that we have individual initiatives within my department, it’s not pushed by anything, and the employee is not being pushed to innovate” (BD8).

Similarities:

- Three of the directors mentioned that innovative climate is formed when the company supports the worker to come with a creative idea. They emphasized that the company should facilitate the time and space for each employee to think.
- Eight of the directors mentioned that the company is innovative as new ideas are always created.
- Two the directors commented that providing good work environment and satisfying employee’s needs contributes to positive work environment.

Differences

1- In contrast one of the directors commented that the company is not motivating its staff to be innovative.

Rewards and compensations

One of the directors claimed that innovative efforts are rewarded in the company, managers and employees get rewarded. However the director pointed that not all innovative efforts are rewarded, considering it as a positive behaviour impacting innovation.

“(foster innovation) Managers get rewarded for that. Also employees get rewarded for that innovative effort. But if you do that innovative work but you don’t get rewards, let me tell you something that is a drawback, and sometimes it happens at the company”(BD1).

Several types of rewards were mentioned by the directors regarding rewarding the creative idea.
Two of the directors mentioned that rewarding the innovative idea appears in terms of the compensations provided such as bonuses and recognition. Claiming that it’s a good tool in away to enhance innovation.

“I think we have it in terms of compensation maybe because we try to select every year the extra ordinary performances and these people get special bonuses and special recognition for extra work they have done. It encourages people to give, to try to do more” (BD3).

One of the directors added that in addition to the amount of money given for the innovative idea, dinner invitations for the creative employee is there.

“Yes, for the over achievers as I told you we have this special bonus, and for this I had an employee from my team who got this special bonus and he was invited to a dinner with chief officers and the C.E.O and he was appreciated with this colleagues of course, this gives motive for the other employees to do the same” (BD5).

Team events were considered as a rewarding tool that in a way improves innovation in the company, this statement was stated by one of the directors. Outside workplace events improves relationships between employees and increases satisfaction and innovation.

“Now we used to have a team event, it was very nice, once we went to carting for example. When you see your people and your colleagues in places other than work as friends it enhances innovation and satisfaction” (BD6).

**Similarities:**

- Two of the directors mentioned that rewarding the innovative is done by the compensations provided such as bonuses and recognition

**Physical work environment**

One of the directors mentioned that the physical work environment is not good and needs improvements and its impacting innovation in the company.

“Physical environment is so bad and impacts innovation” (BD1).
Management style
A question was asked during the semi structured interview regarding the amount of employees’ involvement in the innovative think tank in the company.
One of the directors mentioned the term management style as a tool to motivate employees to be more creative. Flat management is one of the effective ways to foster innovation were discrimination between levels are not there. The manager allows employees at all levels to make decisions and share and implement new ideas. Supporting a junior employee idea will encourage him more to participate in brain storm activities.

“For me my management style is to foster and to help or to push people to be more creative. I have sometimes sort of flat management, we are all sales here we don’t have a director manager or a sales rep. or a team leader; I allow people from grade A and B to make decisions and to implement it. You know when you are supporting an idea of a junior employee; this makes him at the end of the day eager to throw another idea which can be more creative than the previous one. So this helps him again all the way afterwards to be creative. When we sit together managers/team leaders and sales people we all become at one level of authority/responsibility/thinking” (BD2).

Five of the directors stated that they give the opportunity to their employees to participate in creating new ideas.

“Giving autonomy with a curtain degree I let my employees to create and suggest idea” (BD7).

One of the directors linked the participation of creating new ideas to the department who is related to the implementation. For example he said if the idea is related to the marketing department then this department will be involved in the creation of it.

“Well it depends on the innovative idea, if it is related our products then it's marketing, if it’s with employees benefits then it's HR, if it is within my unit then it is between me and my superior so this is where it's taken, but all in all you would say the whole organization is involved” (BD4).

Similarities:
- Five of the directors mentioned that employees are given the opportunity participate in creative thinking.
**Training**
One of the directors mentioned that investing in employees in terms of learning will influence the innovative climate.

“Definitely in terms of learning, because the company does a lot of workshops, it enhanced the innovative climate” (BD1).

**Team work**
One of the directors believes that being close to his team is enhancing his staff creativity.

“To me personally I feel that there is a lot of attachment to my team which impacts the innovative climate in my department” (BD1).

One of the directors stressed that brainstorming ideas within a team, positively impacts employee ability to be creative.

“Idea brain storms with the whole teams improve the innovative climate. Some people if they don’t work as teams they don’t innovate” (BD7).

**Who is Involved in the innovative think tank?**
All of the directors mentioned that the final decision taken regarding performing an innovative idea is done by the upper management.

“Actually the final decision of implementing an innovative idea is taken by the upper management” (BD9).

**Similarities:**

- All of the directors stated that the last decision taken regarding doing an innovative idea is made by the upper management.

**Factors impacting innovative climate from the Managers perspective**

**Innovative climate**
One of the managers explained that efforts made by the company to support employees such as appreciation, training and rewards impacts employee’s to innovate.
Monitoring innovation in the company had two different perspectives, one of the managers mentioned that innovation is monitored in the company through the number of ideas submitted. While the other management said that it’s not monitored but might be recognized through the appraisal process. Also innovations are not recognized by the management, as sometimes the higher level managers steals ideas from the lower level managers and introduce it to the upper level management as it’s their own.

**Similarities:**
- Two of the managers agreed that innovative climate is the environment that supports the employees to innovate and think out of the box.

**Differences**
- One of the managers said that innovation is monitored in the company while the other one said that it is not.

**Rewards and compensations**
One of the managers mentioned that appreciating employees work and establishing appropriate salary that matches their skills and experiences contributes to innovative climate. One of the managers mentioned that employees get rewarded at the company according to the importance of the new idea.

**Training**
One of the managers stressed that training employees and developing their knowledge and experiences enhances their motivation to innovate.

**Who is Involved in the innovative think tank?**
- All of the managers stressed that the final decision of implementing any innovative idea is taken by the upper management.

**Similarities:**
- All of the managers stressed that the final decision of implementing any innovative idea...
is taken by the upper management.

**Comparison of managers and supervisors perspectives of innovative climate**
The table below provides a clear picture on the identified key themes and sub-themes, that helped in identifying major commonalities and differences at the level of directors and managers.

<table>
<thead>
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<th>Directors</th>
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<td>BD4</td>
<td>BD5</td>
<td>BD6</td>
<td>BD7</td>
<td>BD8</td>
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</table>

**Similarities and differences between managers and supervisors perspectives of innovative climate**

This part point’s similarity and differences occurred between directors and managers.

Differences were on,

1- Physical work environment.
2- Management Style.
3- Teamwork.

While similarities were on,

1- Innovative climate.
2- Rewards and compensations.
3- Training.
These similarities is discussed below,

**Innovative climate**
Different views were given by the directors and managers when they were asked to summarize their understanding of the term innovative climate.

One of the directors and two of the managers stated that innovative climate means the environment that supports the creative idea.

Four of the directors and of the two managers said that the company should invest in the employee by providing the proper training and to appreciate the innovative effort.

One of the directors and one of the managers commented that the company is not motivating its employees to be innovative as their efforts are not recognized.

All of the directors and managers stressed that the final decision of implementing any innovative idea is taken by the upper management.

**Rewards and compensations**
One of the directors and one of the managers was asked how innovation is fostered in their department. Both claimed that innovative efforts are rewarded in the company, managers and employees get rewarded.

**Training**
One of the directors and one of the managers stressed that training employees and enhancing their knowledge and capabilities motivates to innovate.
Appendix K - Demographic Information

Company A

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<td>8</td>
<td>7.8%</td>
</tr>
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<td>Between 600 – 800 JD</td>
<td>42</td>
<td>41.2%</td>
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<tr>
<td>Above 900 JD</td>
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<td>51%</td>
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</table>

**Gender**
The results indicated in Company A that the percentage of the participating males is much higher than females as males percentage is 65.7% of the total number of participants while the parentage of females is 34.3%.

**Age**
The age of the respondents was mainly less than 30 years of age, as the percentage of the respondents who are less than 30 years of old is 61.8% while the rest are between 30 and 40 years old participants (38.2%).
**Educational level**
The study showed that majority of the participants are holders of BSc degree or less, since they form 89.2% of the whole participants while only 10.8% are master's degree holders.

**Experience**
The participants experience level was divided into four categories; 31.4% of the participants have less than five years of experience, 50% of them have between 5 to 10 years, 16.6% have 11 up to 15 years of experience while only 2% of the participants have more than 16 years of experience.

**Salary**
We can notice form the obtained data that more than half of the participants (51%) gain more than 900JD as monthly salary, 41.2% earn between 600 to 800JD and only 7.8% earn between 300 to 500JD.

**Company B**

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<tr>
<td>Between 30 – 40 years</td>
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<td>0.5%</td>
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<tr>
<td>Experience</td>
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<td>Less than 5 years</td>
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<tr>
<td>Between 5 – 10 years</td>
<td>81</td>
<td>40.5%</td>
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<tr>
<td>Between 11 – 15 years</td>
<td>17</td>
<td>8.5%</td>
</tr>
<tr>
<td>Above 16 Years</td>
<td>3</td>
<td>1.5%</td>
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</table>

**Gender**
In Company B, the results showed that the percentage of the males participated are 70% of the total number of participants while the parentage of females is 30%.
Age
It was noticed that most of participants are younger than 30 years old, as this age category forms 81.5% of the whole participants' number while 13.5% are between 30 – 40 years old and only 5% are between 41 and 50 years old.

Educational level
According to the results 98% of the respondents hold Bsc degree or less, 1.5% hold masters' degree and only one participant, who represents 0.5% of the respondents, is a PHD degree holder.

Experience
Experience wise, 49.5% of the whole number of participants have less than 5 years of experience, 40.5% have between 5 to 10 years of experience, 8.5% have between 11 to 15 years of experience while the least percentage (1.5%) goes to participants who have more than 16 years of experience.

Comparison between both companies
This section will provide a comparison between both companies on the demographic level. Demographic data in this study contained information about gender, age, experience, educational level and salary. Information was obtained on these variables from both companies, except for salary Company B didn’t allow providing information about it for security reasons.

Gender
Comparing between Company B and Company A we notice that in both companies the percentage of males was much higher than females, as males percentages are 65.7% and 70% for Company A and Company B respectively while females percentages are 34.2 and 30% for Company A and Company B respectively.

Age
Participants of Company B are younger than the ones of Company A; as the fact that majority of participants were less than 30 years old, they form 61.8% and 81.5% for Company A and Company B respectively, and 38.2% of Company A participants are between 30 to 40 years old while in Company B only 13.5% are of this age's category. In Company B, 5% of the participants are between 41 and 50 years old while this category does not exist in Company A
**Education level**
The education level did not vary a lot in the two companies, in Company A 89.2% hold Bsc degrees or less and in Company B 98% are of this same education level. Moreover, 10.8% and 1.5% of the participants hold masters' degree in Company A and Company B respectively. In Company B there is one participant holds PHD degree while none of the Company A participants hold such a degree.

**Experience**
If we compare the experience level between respondents in both companies, we can notice that most of Company B participants (49.5%) have less than 5 years of experience while in Company A most of them (50%) have five to ten years of experience. In Company B, 40.5% belong to (5-10 years of experience) category while in Company A 31.4% belongs to (less than five years of experience) category. A small percentage in both companies belongs to (11-15 years) category, 16.6% and 8.5% in Company A and Company B respectively. Only few respondents in both companies have more than 16 years of experience, only 3 in Company B and 2 in Company A.
Appendix L - Organizational Work Environment (Company A)

This appendix presents tables and figures obtained from data gained through running a frequency distribution analysis of the survey questions. The presented tables and figures help in providing a more detailed picture of the participant’s views for each question. The responses from participants in Company A regarding organizational work environment are presented below. The organizational work environment contained three main components which were the support environment, the learning environment and the organizational working structure.

Support environment
The support environment incorporated two factors. These factors are the physical work environment and the psychological work environment.

**Physical work environment**

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</table>

Figure 6-1: Physical Working Environment

[Bar chart showing the distribution of responses for each of the seven questions in the physical work environment scale.]
Psychological work environment
The psychological work environment according to this study focuses on two factors: Communications and encouragement.

Communication

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Encouragement

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Figure 6-2: Communication

Figure 6-3: Encouragement
Learning Environment
The learning environment in the company according to this study incorporates learning, rotation and training.

Learning

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![Figure 6-4: Learning](chart)

Rotation

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![Figure 6-5: Rotation](chart)
Training

Organizational Working Structure
The organizational working structure has several components which are: policy; progression and monitoring plans; process; communication; supportive leadership; flexible working hours; transparency; and delegation.

Policy

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**Progression and monitoring plans**

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![Figure 6-8: Progression and monitoring plans](image)

**Process**

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![Figure 6-9: Process](image)
**Communication**

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**Supportive leadership**

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**Figure 6-10: Communication**

**Figure 6-11: Supportive Leadership**
Flexible working hours

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Figure 6-12: Flexible Working hours

27

Question Number

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree

Transparency

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Figure 6-13: Transparency

28

Question Number

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Delegation

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Figure 6-14: Delegation

Strongly Disagree 1 2 3 4 5 6 7 Strongly Agree
Appendix M - Job Satisfaction (Company A)

This appendix presents tables and figures obtained from data gained through running a frequency distribution analysis of the survey questions. The presented tables and figures help in providing a more detailed picture of the participant’s views for each question. The responses from participants in Company A regarding job satisfaction are presented below. Eight components were counted as key factors affecting the job satisfaction. These components are: team work; head count; recruitment; Rewards and compensations; culture; routine; job content; and management style.

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**Figure 6-15: Team Work**

[Bar chart showing distribution of responses for team work questions]
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Figure 6-16: Head Count

Rewards and Compensations

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**Figure 6-20: Job Content**

**Figure 6-21: Recruitment**
**Management Style**

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**Figure 6-22: Management Style**

![Bar chart showing the distribution of responses for scale items 61 to 64.](attachment:image.png)
Appendix N - Innovative Climate (Company A)

This appendix presents tables and figures obtained from data gained through running a frequency distribution analysis of the survey questions. The presented tables and figures help in providing a more detailed picture of the participant’s views for each question. The responses from participants in Company A regarding innovative climate are presented below.

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**Figure 6-23: Innovative Climate**

Strange Disagree | 1 | 2 | 3 | 4 | 5 | 6 | 7 | Strongly Agree
Appendix O - Job Satisfaction (Company B)

This appendix presents tables and figures obtained from data gained through running a frequency distribution analysis of the survey questions. The presented tables and figures help in providing a more detailed picture of the participant’s views for each question. The responses from participants in Company B regarding job satisfaction are presented below. Eight components were counted as key factors affecting the job satisfaction. These components are: team work; head count; recruitment; Rewards and compensations; culture; routine; job content; and management style.

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**Figure 6-24: Team Work**

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![Figure 6-27: Culture](image)

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![Figure 6-28: Routine](image)
**Job content**

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![Figure 6-29: Job Content](image)

**Recruitment**

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![Figure 6-30: Recruitment](image)
Management Style

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**Figure 6-31: Management Style**

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[Bar chart showing distribution of responses for each question]
Appendix P - Innovative Climate (Company B)

This appendix presents tables and figures obtained from data gained through running a frequency distribution analysis of the survey questions. The presented tables and figures help in providing a more detailed picture of the participant’s views for each question. The responses from participants in Company B regarding innovative climate are presented below.

**Innovative Climate**

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**Figure 6-32: Innovative Climate**

- Strongly Disagree
- Strongly Agree

![Innovative Climate Figure](chart.png)