Qualitative exploration of employees' perception of organizational climate in Swedish Committee for Afghanistan

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May 2020

Thesis submitted in partial fulfilment of the requirements for the degree of Masters in Business Administration (MBA) at Kardan University, Kabul, Afghanistan.

DECLARATION OF AUTHORSHIP

I hereby certify that the work embodied in this thesis project is the result of original research and has not been submitted for a higher degree to any other university or institution.

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ACKNOWLEDGEMENT

I thank almighty Allah for giving me the ability and strength to complete this thesis project. My sincere gratitude goes to my respective supervisor Dr. Mohammad Shahid Shams for his kind guidance and inspiration throughout this study. I would also like to recognize the responded, SCA HR team and other colleagues for providing me the opportunity to collect data and completing this study.

Special thanks to my family members and friends for their support and encouragement throughout the study.

DEDICATION

I dedicate this dissertation to my beloved parents, family, and other special people in my life. Particularly to my father who supported and inspired me for further studies. He waited long to celebrate my graduation but unfortunately passed away before completion of my degree. This study also dedicated to my loving children Inamullah Sajed, Hassibullah Sajed and my beautiful daughter Ms. Neda Sajed for their kind patience throughout my MBA program.

Thank you for all your love, prayers, support, and amazing patience throughout this two years journey.

ABSTRACT

Organizational climate is described as shared perception of employees consist of mostly nonfinancial factors affecting employee morale and motivation. Employees who are satisfied with their work environment will more likely comply and strive for achieving the organization's objectives and interests. The purpose of this study was to examine employees' perception of SCA organizational climate and their satisfaction level. The study also attempted to determine how (SCA) organizational environment could be improved as viewed by the employees themselves. The target population was all SCA employees (1217) from both Kabul Management Office (KMO) and regional offices. Interviews were conducted with total of nine employees, stratified random sampling is used in selecting the study participants. Qualitative exploratory approach, specifically phenomenological strategy was used for this study. The study used both primary and secondary data; the primary data collected through semi-structured questionnaire consist of seven open-ended questions. Results showed that very few employees had positive perception and satisfaction from SCA organizational climate. Respondents further suggest (Equally & fairly treating employees, changing workplace politics, involving employees in decision making, avoiding favoritism, improving behavior & mindset of management about employees, bearing responsibility for employee wellbeing, regular travel to worksites for improving communication and functioning a strong grievance system) as ways for further improving SCA work environment. The study concludes that for the organization success it is must to provide a positive and conducive work environment, therefore, it recommends that SCA management should take immediate corrective actions by using the findings of this study to improve an open and healthy organizational climate.

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LIST OF ABBREVIATIONS

SCA	Swedish Committee for Afghanistan
SIDA	Swedish International Development Cooperation Agency
KMO	Kabul Management Office
RMOs	Regional Management Offices
NGO	Non-governmental Organization
HRMIS	Human Resources Management Information System
OC	Organizational Climate
MRMO	Mazar Regional Management Office
JRMO	Jalalabad Regional Management Office
GRMO	Ghazni Regional Management Office
WRMO	Wardak Regional Management Office
TRMO	Takhar Regional Management Office
MLO	Mehterlam Liaison Office
KLO	Kudus Liaison Office
R&R	Rest of Recuperation

CHAPTER ONE

Introduction

1.1. Swedish Committee for Afghanistan (SCA)

Swedish Committee for Afghanistan (SCA) is a non-governmental, non-profit, membership based and value driven organization established in 1980 with the vision of Afghanistan free from poverty, violence and discrimination, where human rights are respected and all live in dignity, enjoy equal opportunity and social justice.

SCA mission is empowering individuals, communities and local organizations, primarily in rural areas and with particular focus on women, girls, boys and vulnerable groups such as people with disabilities so that they may participate fully in society and influence their own development.

SCA is presently implementing development programs on Education, Health, Disability and Rural Development in 14 provinces with a total annual budget of roughly USD 40 million. The main contributors to SCA budget are SIDA, World Bank and increasingly, private contributions and donations. SCA has more than 1200 staff and manages its operations through the Kabul Management Office (KMO), Stockholm Management Office, five Regional Management Offices (RMOs) and two Liaison Offices.

In recent years, SCA has moved from being a mainly humanitarian organization to more emphasize on capacity development for individuals and organizations related to our development programs, and their capacity to advocate for their rights. For more than 30 years, SCA has been present among those in Afghanistan with the greatest needs; despite war and conflict. SCA has decided to stay in Afghanistan as long as needed.

1.2. Background of the Study

Organizations are now facing with more challenges than ever before. These challenges are not with any specific type of organization or business, rather it affect all the organizations regardless of its type, structure and size. These challenges are because of rapidly changing environment and highly competitive market. If the organization do not properly manage and adopt with these changes, they could result in a change in the behavior and perception of individuals employed in the organization, since the workforce are the main driving component of the organization. If the organization do not create matching environment with the expectation of employees, it can lead to decreased motivation, employee dissatisfaction, increased turnover, and accordingly declining in organization performance.

Organizational climate (OC) is described mostly as nonfinancial factors affecting employee morale and motivation. Employees who are satisfied with their working environment will more likely comply and strive for achieving the organization's objectives and interests. According Gray (2007), organizational climate refer to set of characteristics that describe the organization and differentiate one organization from other. This characteristics or elements are relatively enduring and severely influencing the behavior of the organization members.

Organizational climate (OC) can be seen as a descriptive concept that reflects the common view and agreement of all members regarding the various elements of the organization such as structure, systems and practices, the leadership style, physical environment … It is assumed that the interaction of these factors produce the climate (McMurray, 2003).

Studying organizational climate is becoming more important because organizations need to ensure that those individuals who add value to their outcome want to stay in the organization and want to continue pouring their effort into their work to the benefit of the organization. Therefore, it is important for every organizations to regularly monitor organizational working environment to make sure it is friendly and supportive for employees for having optimal performance.

1.3. Statement of the Problem

During the last three years, SCA has experienced large number of employees' turnover in its Kabul management office (KMO) as well as regional and provincial offices. However, Turnover occurs normally in any organization but the high rate of turnover can negatively affect the organizations' business operations. The negative effect can include the associated costs of turnover, such as training and orientation of new employees, recruitment and selection of new employees, leave payout to departing employees, and lower productivity in the workplace during the time that a position is vacant and during the time that a new employee is learning the job. Below table indicates SCA three years turnover statistic that shows it is yearly rising;

(Table 1): SCA employee turnover statistic

Year	Office	Total Leavers	Male	Female	Total # of Staff	% Turn Over
2017	KMO	37	28	9	1134	13%
	MRMO	22	16	6		
	JRMO	19	14	5		
	GRMO	15	11	4		
	WRMO	17	13	4		
	TRMO	14	11	3		
	MLO	8	6	2		
	KLO	10	8	2		
Total		**142**	**107**	**35**		
2018	KMO	38	26	12	1208	17%
	MRMO	24	20	4		
	JRMO	35	28	7		
	GRMO	29	19	10		
	WRMO	31	25	6		
	TRMO	22	17	5		
	MLO	11	9	2		
	KLO	14	11	3		
Total		**204**	**155**	**49**		
2019	KMO	51	40	11	1217	20,5%
	MRMO	37	29	8		
	JRMO	34	27	7		
	GRMO	39	30	9		
	WRMO	28	23	5		
	TRMO	31	25	6		
	MLO	13	10	3		
	KLO	16	12	4		
Total		**249**	**196**	**53**		

It seems that most of employees are not satisfied with SCA organizational environment and thus caused they are demotivated and their productivities are declining. This was confirmed by several HR reports, which indicate that level of absenteeism as well as employee complaints are increasing. On the other hand, employees are more energized and productive in work environment in which particular organizational climate and leadership practices are presented. Therefore, this study will investigate the employee perception of SCA organizational climate and their satisfaction and or dis-satisfaction. It will also identify how SCA employees propose options for improving working environment in order to optimize their productivity.

1.4. Research Objective

- To examine employees' perception of SCA organizational climate and their satisfaction level.

- To determine if organizational climate has affected employees' commitment, motivation and intension to leave

- To identify factors and determine ways for further improving SCA work environment.

1.5. Research Questions

Research question 1:

How do Swedish Committee for Afghanistan (SCA) employees' perceive organizational climate in their respective organization?

*Research question 2***:**

How Swedish Committee for Afghanistan (SCA) organizational environment can be further improved?

1.6. Significance of the Study

Employees are the most valuable and greatest asset of every organization, as it is the human capital that determine the success and failure of the organization . Employee leaving an organization can be physically replaced while their competencies can not be exactly replaced, as every individual holds a different set of skills and experience.

On the other hand, employees' motivation, commitment and productivity is greatly depend and influenced by the organizational climate. Organization should ensure those individuals who add value to the organization are willing to stay in the organization and want to continue utilizing their effort into their work for the benefit of the organization. The more friendly and supportive is the organizational climate the greater the employee motivation and productivity and the stronger will be long-term business performance of the organization (Monia, 2008).

Therefore, this study of organizational climate for Swedish Committee for Afghanistan is important to know employees feeling about climate as well as identify factors that employees themselves view as enhancing job satisfaction within their organization. Employees whose needs are met in the work place would be a happy employee that would strive to maintain excellence and ultimately improve organizational outcome.

Also showing concern for employees are one of the critical donor requirements, especially for female employees. The finding of this study will justify and provide evidence for initiating actions and investing on improving organizational culture.

This qualitative study will also offer a greater understanding of the organizational climate (OC) within NGO sectors in Afghanistan which little other researches has done so far. In addition, the results of this will benefit organizations' decision makers in improving organizational policy and procedures for increased effectiveness, efficiency, and responsiveness.

1.7 Scheme of the study

This study of employee perception of organizational climate in SCA presented in five chapters respectively. In the first chapter, an overview of SCA, background of the study and the explanation of research problems are provided. In addition, the purpose and objectives, the rational of the study, the research questions and scheme of the whole research process is offered in this chapter.

Within the chapter two, the investigator reviewed and discussed scholarly sources about the perception of employees on organizational climate, the relevant theories, different dimensions of OC and its interaction, earlier research methods, the gaps in existing research and finally strategies that could be used to improve organizational climate as suggested by various theorist and management practioners.

Chapter three discusses the description of methodology undertaken in this study, including research design, method used for data collection, the target population and sampling, the interview protocol/questions and finally how data was analyzed along with study limitations.

Chapter four highlights description of results emerged from the conducted interviews and subsequent data analysis. Chapter started with brief demographics information of respondents followed by the main findings according to research/interview questions.

The final chapter outlines summary of research findings and conclusion based on the analysis. It also present recommendations based on the study findings along with suggestions for future researches.

CHAPTER TWO

Literature Review

2.1. Concept of organizational climate

The concept of organizational climate was first introduced by Kurt Lewin in the 1930 with the term psychological climate. He then used organizational climate when he along with his colleagues conducted study of children's school clubs in 1939. He categorized culture within the clubs as corresponding to one of three styles of autocratic, democratic, or laissez faire. These styles determined the social climate within the clubs, which led in turn to particular behavior displayed by the boys.

Scholars have been provided various definitions and description for organizational climate and almost all have a degree of commonality. Some of the definitions/ descriptions are cited as below;

Moghimi and Subramaniam (2013) defined organizational climate as relatively continues quality of internal environment encountered by its employees, influence their actions and behavior and can be defined in terms of the values of a specific set of organizational characteristics.

Organizational climate is the common perception of employees working and living in the organization. It is the collection of individual employees perceptions of the processes, policies and practices of the organization. It reflects the organization psychological environment consisting of individual employees opinions over a period of time on micro events as well as others that happen to employees around. It is the set of measurable properties of the work environment, perceived directly or indirectly by the members, influencing their work and satisfaction (Aiswarya & Ramasundaram, 2012).

According to Chandrasekar (2011), organizational climate is commonly an experienced phenomenon that describes the organizational personality. It is multidimensional in nature which includes conceptually integrated combination of organizational characteristics e.g. system, structure, practices, procedures and rewards). Behavior,

commitment and engagement of employees in an organization is significantly affected by its climate – both positively and negatively.

The term organizational climate can be described as the shared impressions in terms of policies, practices, and procedures employees experience and the behaviors they perceive being rewarded and that are encouraged and expected. Organizational climate can be conceptualized and analyzed at both organizational and individual level. At individual level, it is the psychological representations of work environment by individual employees while in the organizational level the perceptions are shared among employees. (Schneider, Ehrhart & Macey, 2011).

According to Punia et al., (2014) organizational climate as the display of attitudes of the organization members towards the organization. This mean the behavior of employees are significantly influenced by the organizational climate, as the organizations tend to attract and retain those who fit its climate. The organizational climate should be from the perspective of total system point of view as there are different types of climates that can be produced by the culture of an organization e.g. climates that are people-oriented, rule-oriented, innovation-oriented and goal-oriented. The different climate occurrence may also differ in work units and sub-systems, as the climate in one particular department may not be suitable for other unit. So all sub climates should be integrated similar as integrating behavior of individual employee to form the total organizational climate.

2.2. Organizational Climate vs Organizational culture

A clear distinguish between organizational climate and culture is a source of debate among practitioners (James et al., 2008). However, some researchers indicated slight differences between these two terms, but they have been mostly used interchangeably by the organizations.

Historically the concept of culture come first than climate. The social context of work atmosphere raised and debated in early 1910 (McKenna, 2012). Formally the climate was introduced in 1960 by Kurt Lewin while organization culture were first examined

back in 1930s. However, culture did become a popular issue for study in literature until 1980s (Schein 2010, Trice & Beyer, 1993).

According to Ashkanasy (2011), the organizational culture is a set of values and norms that underlie a social system (such as an organization) and govern how employees behave in the organizations. While the organizational climate is defined as the perception individuals have about, how their work unit is managed and how effectively colleagues interact and work together in their day-to-day job. He further specified distinction between these two terms as follow;

(Table 2): Distinction between organizational climate and culture

Organizational Culture	Organizational Climate
Level of analysis is the organization	Level of analysis is individual or work unit
Defined by values and norms	Defined by management process
It is transformational	It is transactional
Established & reinforced by the leadership	Perceived by employees

Zohar & Hofmann (2008) also argued in favor of distinction between organizational climate and culture and says; climate is the perception of individuals about the organization or it is the descriptive beliefs of employees regarding organizational properties e.g. openness, supportiveness, involvement in decision making, leadership style and so on. It is the individual psychological process or experience while culture is a unit level identical phenomenon that derives from social interaction. Culture is a set of shared values and beliefs established by the leadership and then communicated and reinforced throughout the organization which ultimately shaping employees' perception and behavior.

On the other hand, McMurray (2003) think differently and put forward his argument that the practices senior managers introduce as well as the values they communicate determine both climate and culture. Both the climate and culture is about psychological phenomena in organization, and focus how members of organization observe, experience and make sense of their work environment.

2.3. Dimension of organizational climate

According to review of literature, there is no consensus on the dimensions or set of factors influencing organization climate (OC). Initial assumptions and researches in the area of OC was the social environment in which include a limited number of dimensions. For instance, Jones and James (1979) recognized four dimensions common to many climate studies across different work contexts. (The role stress and lack of harmony; (2) job challenge and autonomy; (3) leadership style and support; and (4) work unit cooperation, friendliness, and warmth).

According to Litwin and Stringer, the organizational climate is a multi-dimensional concept and they used data relating individual employees' perception of organizational properties to identify OC dimensions, since they believe OC is the feeling and attitude of individual employees toward the organization. As a result, they included six main elements as influencing factors of organizational climate.

1- Organizational structure: the extent of organizational limitations, rules, regulations and red tapes.
2- Individual responsibility: level of freedom to work, feeling of autonomy and exercising authority.
3- Rewards: feeling of receiving adequate and relatively appropriate compensation.
4- Warmness and support: the degree of good relationship among employees and sense of helpfulness prevailing in the workplace.
5- Risk and risk taking: the degree of challenges and risk in the work situation and having opportunities for further development.
6- Tolerance & conflict: feeling of confidence that the climate can tolerate differing opinions.

Schneider (2011) argue that the dimensions of the climate will differ based on the aims of the investigation and criterion of interest for each organization. Considering this fact, organizational climate dimensions can be investigated as domain-specific approach or multidimensional global approach. The domain specific approach focus on collecting

precise and targeted information measuring dimensions that are relevant and of interest for the organization e.g. increasing customer satisfaction or improving company safety. The global approach is used for provision of an overall snapshot of organizational functioning, allowing an overview of how the whole organization operate.

Similarly, Nikolai Reynolds (2012) indicated two approaches of studying organizational climate. The macro mode, which is aimed at investigating organizational climate from the individuals' point of view, focus on the entire work environment. On the other hand, the micro mode investigation intended at a specific dimension or a certain factors of organizational climate e.g. the effect of physical environment on organizational climate. Recently the researchers are increasingly preferred the micro mode not because it measures organizational climate accurately but also is of more practical value to the organization.

Cynthia Ann Reynolds from university of Florida in his study as part of requirement for the degree of doctor of education included (Organizational Effectiveness, Organizational Structure, Personal Dignity, Internal communication, Political climate, Professional development opportunity, Regards for personal concerns, Salary and benefit) as influencing factors of organizational climate. It is obvious that due to varying national circumstances and cultures in different countries, organizational features and their effects on climate not only possess similarities but also significant differences that the researchers have to consider.

2.4. Organizational climate and job satisfaction

Job satisfaction can be defined in many ways; simply it is the contentment of employees with their job, or job satisfaction is the extent to which people sense positively or negatively about intrinsic and extrinsic features of their job (Reichers, 2006). Alternatively, job satisfaction is positive feel of employees about different aspects of their job. It is the degree to which individuals like (satisfaction) or dislike (dissatisfaction) his/her jobs. Job satisfaction is one of the solid predictor for employees' well-being as well as one of the motive for people intentions to leave or stay with the

organization (Castro and Martins 2009). Many studies confirmed that organizations benefit from satisfied employees since they will experience lower employee turnover and over all higher productivity.

McElroy (2001) believes that organizational productivity and effectiveness highly depends on provision of satisfying work environment for its employees. Organizations cannot perform at peak levels unless every employee is committed to its objectives and strategic goals. As discussed above, there are organizational climate factors significantly influencing employees' performance. If those factors are met and be favorable for employees, they will be satisfied with their job. On the other hand, if the climate factors are unfavorable and not up to the expectation of employees, they will be dissatisfied with their job leading to anxiety, stress, frustration and finally leaving the organization (CARLA, 2011). Therefore, researches on job satisfaction should not only focus on the job itself but also on the work climate factors as the primary means of increasing employees' commitment, motivation and overall job satisfaction.

Several studies have been conducted and confirmed the link between organizational climate and employees job attitudes such as job satisfaction, commitment, absenteeism, organizational citizenship behavior and turnover intension (Kuenzi & Schminke, 2009). The outcomes of all studies revealed a significant positive relationship between organizational climate and the job satisfaction. The term job satisfaction here refers to generalized reactions to all aspects of climate dimensions; however, the level of effect of each climate dimension has differ. The most important factors affecting job satisfaction is the leadership, pay and benefit and the performance evaluation as an opportunity for personal growth and development (Sanad A. Alajmi, 2016).

Researches on measuring the effect of organizational climate on employee job satisfaction have proven that staff source of job satisfaction is no longer all about the monetary aspects rather the climate or workplace characteristics have most positive impact on employee' job satisfaction and ultimately performance of the organizations (Akula &Talluri, 2013).

2.5. Promoting positive organizational climate

A positive organizational climate encourages and sustains employee motivation, enhance morale, improves the company's profile and attracts new talent. In a positive organizational climate employee believes they are valued and their needs are taken into consideration, thus they will not hesitate to exert maximum effort and time for achieving organizational objective (Aswathappa, K. (2005).

Developing a sound and positive organizational climate needs long term and continues effort to identify how individuals can be best motivated. Based on nature of people, the factors that give employees the motive they need to exert their full energy and produce high performance are differ (Harish Shukla and DP Mishra, 2006). For example, a social person is best motivated with positive social relations and interactions within the organization while an economic man is usually motivated by money or financial benefits. Self-actuating individuals seek achievement and accomplishment within their job thus the climate with a certain degree of freedom is appropriate for such employees.

According to studies on organizational climate and job satisfaction, there are climate factors that motivate employees' performance in general. However the value and importance of each factor may vary for the individual. Some of the general suggestion for building-up a sound and positive organizational climate are;

Establishing effective communication system: establishing trust and openness between employees and management. Proper communication scheme means that individuals are in a position to express their ideas, suggestions and reactions, or else they will feel frustrated.

Participatory decision-making: Organizations should involve employees in decision-making process since participative decision-making will make the employees more committed and create the sense of ownership.

Provision of opportunities for promotion: Professional growth makes employees feel happy because they feel a sense of achievement if they move from one level of experience to another.

Adopt friendly administrative policy and procedure: Organizational climate can be improved by making changes in the organization policies, procedures and rules to make it flexible and friendly for the employees.

Giving respect and recognition: refers to the position employees enjoy among colleagues in the organization because of their work contribution.

*Making the job itself interesting: E*mployees gain a lot of motivation from the nature of the work itself. Therefore, the work should be a challenging experience where they can exercise creativity and self-expression.

Reconciliation between work and private life: To maintain balance between work and private life, organizations may introduce practices like flexi working hours, rest of Recuperation (R&R), permission to take time for school/university, special leaves on occasions of marriage or death and funeral of a close family member. Also, provide worker support services e.g. nursery services, free parking, subsidized meal, fitness and or massage service during working hour and many more.

Address employee concerns and complaints: avoiding unpleasantness from the workplace before they make employees or workplace dysfunctional. It can include listening and addressing employees' complaint as well as improving factors of poor working environment e.g. dirty, noisy and unsafe surroundings.

Studies suggest that climate surveys to be regularly conducted to provide organization decision makers with the input for formulating policies and strategies to effectively sue organizational climate variables to foster employee satisfaction and thus improve organizational productivity. Experts recommend the climate survey will be more effective if it is conducted by the third party rather than by the organization itself.

2.6. Chapter summary

There were extensive studies conducted on organizational climate and its impact on employees' motivation, commitment and different job dimensions in academic field, private and public sectors, as recommended this qualitative research extended the focus on non-governmental organizations NGOs with a specific application on Swedish Committee for Afghanistan to fill the research gap in this regard.

CHAPTER THREE

Research Methodology

3.1. Research Design

Considering the aim and objectives of the study (detecting and describing views of employees on organizational climate), the investigator has adopted exploratory qualitative research methodology. Specifically, phenomenological method is used to understand how respondents make meaning of the phenomenon being investigated. Understanding people feeling and perception is a complicated phenomenon, which requires more conversational and in-depth research approach. This research approach provide a useful way to explore and understand people's feelings, thoughts, and subjective beliefs (Percy et al., 2015). It allows investigator to gather rich information from the respondents on how they think about their organizational climate and also why they think so (Kathlke, 2014). One to one in-depth interview as a well know qualitative research methods are followed in this study. The qualitative data has been collected from the sampled respondent through open-ended questions using a semi-structured questionnaire. The investigator has conducted face to face interviews with participants in Kabul and the Skype interviews with those in provincial offices. The investigator will generate patterns and meaning from the qualitative data within SCA context.

3.2. Research Type

The research type is descriptive and qualitative. The qualitative descriptive research design is suited where information is required directly from those experiencing the phenomenon under investigation and when the time and resources are limited (Carmel, B. 2016). This method is mainly used to describe a situation and provide in-depth examination and understanding of individual respondents' opinions, perspectives, attitudes and experiences (Maxwell, 2005). It is not intended to look for specific relationship among variables as well as not correlate variables. The inductive approach, which is focusing on identifying patterns and meaning derived from a qualitative data, will be followed in analyzing the data. In addition, this research can be considered as a case study since it focus only on SCA context.

3.3. Data Collection Method

The data for this study has been gathered from two sources, the primary and secondary. The primary data was collected from the respondent through direct one to one interview. Data from the respondents in Kabul office was collected through in-person interview by the researcher while for the rest in provincial offices, skype interviews were conducted. Prior to conducting the research interview, a separate meeting or phone call were conducted with each of the sampled responded indicating the purpose of the study and how they were selected to participate. They were further assured about the confidential treatment of the collected data and voluntary nature of the study.

To better facilitate the interview and keep particular order of questions, the investigator used a semi-structured questionnaire consist of a list of open-ended questions and topics that need to be covered during the conversation (Bernar, 1988). The questionnaire not only served as an interview guide but also allowed the researcher to gain reliable and comparable qualitative data. The interviews was pre scheduled and the questionnaire was shared in advance with the participant to make sure they are well prepared accordingly. Following consent of the respondent, the interviews were audio recorded to ensure a complete transcript of conversations.

Secondary data used for the literature review obtained from credible international journals, books and other publications using the google scholar. Secondary data is one of the two main types of data that have been already collected and readily available from other sources. The secondary data provides a basis for comparison of data collected by the researcher. Documentary analysis is also done as one of the unpublished sources of secondary data. These documents which obtained from SCA relevant departments, include staff satisfaction surveys and separated employees' exit interviews.

3.4. Population and Sampling

Sampling is an important component of every research design. The primary objective of sampling is selecting a sufficient number of elements from the population as well as

inclusion of suitable participants so that the focus of the study can be appropriately addressed. Unlike quantitative researches where sampling is more systematic and based on a logic or statistical calculation, the criteria regarding sample size is somehow different in qualitative research design. Since qualitative sampling is not intended to be statistically representative of population (Marshall et al, 2013).

The population for this study is current SCA employees (1217 regular staff) which was obtained from HRMIS. Regarding the sample size, many factors influencing the number of interviews to be conducted e.g. heterogeneity of population, complexity of the interview, availability of past literature and limitations of resources. Researchers suggests 6-12 interviews are enough to reach thematic saturation for a qualitative study. According to Guest, (2006), a total of 12 interviews of a homogenous population is all that is needed to reach saturation. Considering this fact, total number of respondent selected for the interview were 12, which make 10% of total population. However only 9 employees agreed to participate in this study.

For selection of participants, the stratified random sampling method is used in order the sample to be inclusive of all the segments (male, female, home office, provincial offices and expat employees). The selected sample include five employees from Kabul management office and four from provincial offices. In the sample size three female and six male comprising one expatriate employee were included. The sample include different level of employee with the organization to share their feeling and experience on the research topic.

3.5. Participants' profile

The study participants covered different occupations, and they were from different units and employment level, thus presented very different experience and feelings on the research topic. The description of participants' demographic information including gender of respondent, employment level, length of employment with the organization and the education attainment is presented in chapter four. The brief profile of participants is outline in table 3.

(Table 3): Participants' profile

Respondents	Sex	Age	Job Title	Unit/Depart.	Office	Year worked with SCA
(Respd-A)	Female	31	Education Coordinator	Education program	KMO	3 years
(Respd-B)	Male	26	RD Senior Officer	Rural Development	KMO	9 years
(Respd-C)	Male	35	Deputy HR Manager	HRD	KMO	7.5 Years
(Respd-D)	Male	42	Resource Mobilization Specialist (Expat)	Program Management	KMO	11 Years
(Respd-E)	Female	24	Training Officer	Disability Program Unit	TRMO	5 Years
(Respd-F)	Male	29	Communication Sr. Officer	Communication	GRMO	4 Years
(Respd-G)	Male	22	M&E Senior Assistant	PMER	JRMO	2.5 Years
(Respd-H)	Male	38	Health Program Senior Specialist	Health Unit	KMO	7 Years
(Respd-I)	Female	23	Security Officer	Security Unit	MRMO	4 Years

3.6. Interview Protocol

As per the study approach, seven open ended/descriptive questions have been developed to better support the objectives of the study. The open questions will allow the respondents to freely answer in their own word rather than forcing the selection based on a list of options. The means of communication was English and each interview was approximately last 40 to 60 minutes. The following questions were asked from the respondents;

1- Are you satisfied with your employment in Swedish Committee for Afghanistan (SCA), Please explain?

2- Do you feel that in SCA an environment of mutual trust, mutual respect, and cooperation is prevailing, please elaborate?

3- What is your judgment of SCA leadership in responding to employees' ideas, suggestions, and concerns?

4- If you are offered a position with similar pay and benefits by other organization, would you quit your current job, if yes why?

5- As an SCA employee, what obstacle do face and how to overcome those obstacles?

6- What measures can be taken by SCA management to create an enabling and friendly working environment?

7- What contribution employees can make for improving SCA working environment?

The questionnaire was validated by sharing a copy with research supervisor to check and correct the wording, clarity, format, and relevancy of questions. The opening script for the interview is included in the questionnaire attached.

3.7. Data Analysis

Data analysis is the process of reducing, assembling or reconstructing the data in a meaningful or understandable fashion, in a transparent, thorough and rigorous way (LeCompte and Schensul, 1999). Unlike quantitative data analyzing, identifying the appropriate method to analyze qualitative data to meet the aim of a study is challenging, as it is a sense-making process from a diverse viewpoints or complex issues rather than hypothesis testing. Thematic analysis method is used for this study to analyze the transcribed interviews, documents and investigator notes of observation. It is a systematic process allows the investigator to find, describe, and interrelate the respondent implicit and explicit ideas and insights (Alhojailan, 2012). The researcher individually analyzed the data by reading and re-reading transcripts and highlighted paragraphs, sentences and information relevant to answer research questions, to develop themes and sub themes. The themes were further linked and integrated and then investigator start writing detailed description to form a comprehensive synthesis of the topic under investigation. As agreed prior to conducting the interview, anonymous codes were used to the respondents to protect their privacy.

3.8. Limitation of the study

Employees do not feel comfortable providing open feedback about the organizational problems and issues that concern them. However, the researcher assured the respondent that this research is only for the academic purpose and the finding will not be shared with the SCA management, but still they feel fear and may not disclose all the points this study seeks to reveal.

The sampling method used in this study also limits the results as the study used stratified random sampling method. The sample include 1/10 of all the population where generalization of the result may be under question.

This study collected data from only employees of Swedish Committee for Afghanistan (SCA) thus the result may not be applicable to other organizations. Therefore; future research is suggested extending the approach and the findings to other NGOs in Afghanistan.

2.9. Chapter summary

The chapter three presented a detail review and discussion of methodology for this study. An exploratory qualitative research, specifically, phenomenological method has adopted for this study. The data was collected from two sources, the primary and secondary, primary data was collected through direct one to one interview using a semi-structured questionnaire. Population for this study was current SCA regular employees and the stratified random sampling method is used for selection of study sample/participants. Data was collected within five week from total of 9 selected participants. Thematic analysis method is used to analyze the transcribed interviews. Additionally, the researcher provide rational for choice of methodology, the sampling and procedures for data collection and analysis. The chapter is concluded with the study limitation, the analysis of interviews are presented in chapter 4.

CHAPTER FOUR

Analysis and findings

In this section, the results of conducted interviews and subsequent data analysis are discussed. The findings are organized according to the research questions. First, a brief overview of the demographics or general characteristics of the respondents are described in order to understand the backgrounds of the interviewee. Subsequently the main themes/findings according to research question, arose from data analyzing are presented.

4.1. Demographic information of respondent

Personal information of the research participants included gender, education level, designation, and length of time worked for Swedish Committee for Afghanistan (SCA).

Gender of respondent

The aim of including gender of respondents was to ensure that the study was representative. The gender distribution is given in (figure 1).

(Figure 1): gender of respondent
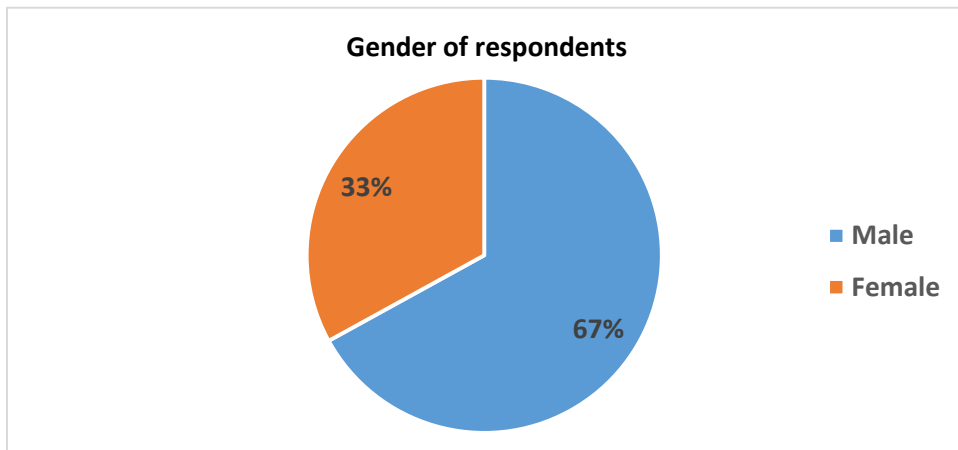
As showed in (figure 1), 67% of the respondents were male and 33% were female. In this study an in-equal but proportional ratio of male and female were selected.

Employment level of respondent

The employment levels of respondents were sought to know the role of the respondents and their level of involvement. The result is showed in (table 4);

(Table 4): Respondents' level of employment

Level of employment	Frequency	Percentage
Top Management	1	11%
Mid-level employees	3	33%
Low level employees	5	56%

As showed in (table 4); 11% of the respondent was from SCA top management; 33% were middle level employee and 56% was in low level. The percentage selection is in line with the population distribution of employees in SCA which shows the majority of employees are in med level. No support staff are included in the study given the nature of responses needed for this study.

Length of employment with SCA

The respondent's duration of services with SCA were asked to know whether they had sufficient experience to provide accurate and reliable information.

(Figure 2): Length of employment with SCA
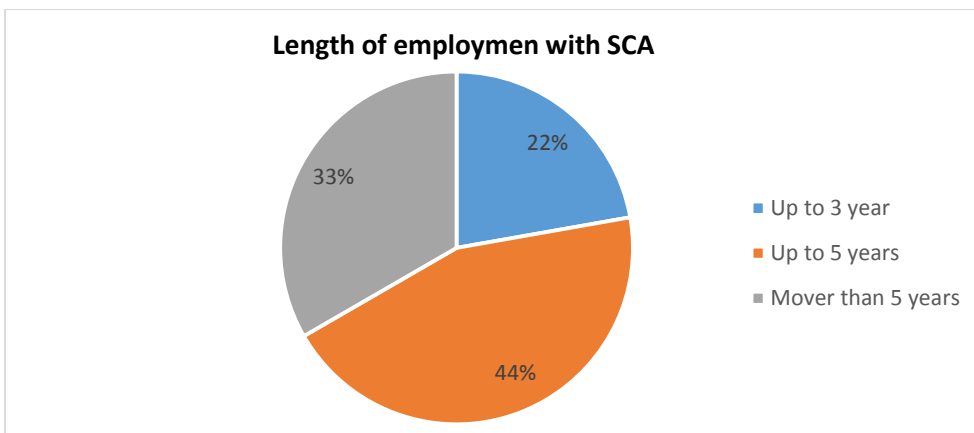
From the result; majority of the respondent 77% worked for more than three years, thus they have best experienced and able to judge SCA organizational climate. The 22% of the

respondent worked with SCA for less than 3 years; 33% had worked between 3 to 5 years and 44% had worked for more than 5 years. The total years' of work experience including out of SCA ranging from six to 15 years.

Education level of respondent

The level of education among the respondents was explored and the result is presented below in (Table 5).

(Table 5): Respondents' level of education

Level of employment	Frequency	Percentage
College diploma	1	11%
Bachelor	6	67%
Master degree	2	22%

Almost all the respondent had university degrees. This indicate that SCA has got workforce made up of highly educated and informed individuals, hence all of them are well familiar with the aspects of organization climate.

Reference to the research objectives, no other demographic information was deemed necessary, thus not included in this study.

4.2. Findings in relation to interview questions

The purpose of this study was to examine employees' perception of SCA organizational climate. The concept of perceived organizational climate refer to the subjective measurement of employee feeling regarding overall organization's internal characteristics which can directly affect employees motivation, commitment and behavior. The other purpose of the study was to identify factors and determine ways for further improving SCA work environment. To reach these objectives, respondents were asked about their satisfaction from employment in SCA, quality of interpersonal relationships among employees, the leadership styles and or managerial behavior and finally if the climate has

affected their commitment and intension to end employment with the organization. Interview question 1 to 4 will answer the first research question and 5 to 7 will addressed the second research question.

(Table 6): Research and Interview questions

Research Questions	Sub Questions (Interview questions)
How do Swedish Committee for Afghanistan (SCA) employees perceive organizational climate in their respective organization?	1- Are you satisfied with your employment in Swedish Committee for Afghanistan (SCA), Please explain? 2- Do you feel that in SCA an environment of mutual trust, mutual respect, and cooperation is prevailing, please elaborate? 3- What is your judgment of SCA leadership in responding to employees' ideas, suggestions, and concerns? 4- If you are offered a position with similar pay and benefits by other organization, would you quit your current job, if yes why?
How Swedish Committee for Afghanistan (SCA) organizational environment can be further improved?	1- As an SCA employee, what obstacle do face and how to overcome those obstacles? 2- What measures can be taken by SCA management to create an enabling and friendly working environment? 3- What contribution employees can make for improving SCA working environment?

IQ 1- Satisfaction from employment in SCA;

The study sought to find out among the respondents how they feel about their job, different aspects of their job and overall SCA organizational climate. To this end, the investigator first asked whether they are satisfied with their employment in SCA. Since

organizational climate components have the greatest impact on job satisfaction or in other words, job satisfaction and or dissatisfaction can be a key determining factor of organization climate.

Figure 3): Employee Satisfaction
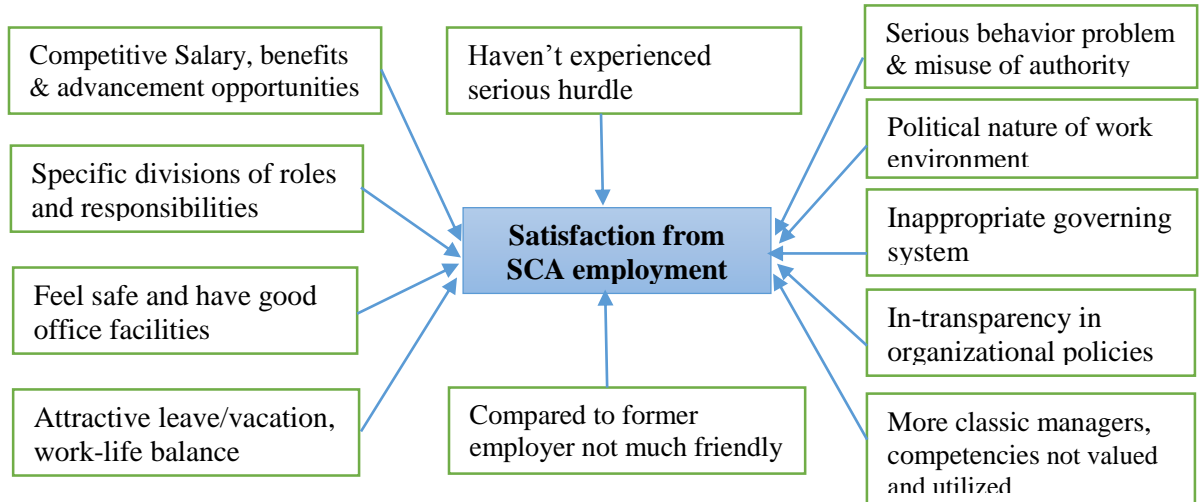
The result obtained from the study shows that the climate is experienced to be very unsatisfactory for almost half of SCA employees. However, respondents differ reasoning their satisfaction and or dis-satisfaction and the intensity they have but they were more displeased with the political nature of work environment, in-transparency in organizational policies and misbehavior of management team. (Respd-E) one of the participate stated this way;

> *First, you have to ensure me that these information and report is not shared with any one in SCA then I can share my judgment. My answer for this question is no, as there is a very serious behavior problem. We are ok with office salary and benefit, training opportunities and the workload but the only problem is politics, behavior problem and miss use of authority.*

Simultaneously, few respondents described their feeling in a way that the climate for them is neither satisfactory nor unsatisfactory. They have not experienced any serious hurdle to be unsatisfied but compared to their former employer they don't rate SCA climate as favorable. Participants 7 (Respd-F) mentioned for example;

I answer this question compare to my work with previous employers. The environment here is not much friendly as my previous employers. So don't count me as dissatisfied, however I am not in group of satisfied employees.

Similarly, Participant 8 (Respd-G) expressed;

Actually don't know how to rate SCA atmosphere, as I see some positive points e.g. specific divisions of roles and responsibilities for everyone in my unit, the supportive style of my supervisor as give me opportunity to grow and build successful career but, at the same time, there are many issues that SCA can better improve which will both benefit SCA as well as increase employees' satisfaction. Unfortunately, I don't see any intension of leadership for improvement.

On the other hand, 33% of the participants expressed satisfaction and positively evaluated SCA organizational climate. For example, one of the participant (Respd-B) stated;

Yes, I am satisfied with my employment in SCA. As, the salary and benefit I am receiving is comparable to the other similar organizations. We feel safe and have good office facilities. Following three years of working, I had a promotion from HR Senior Officer to Deputy HR Manager. SCA leave policy is good and allow me to serve my personal life requirement.

The study further investigated the reasons for respondent satisfaction and or dis-satisfaction. (Process in-justice, less authority & involvement, In-equally treating employees, in-effective leadership style, behavior problem and misuse of authority) were identified as the factors caused employee dis-satisfaction.

IQ 2- Interpersonal Relationships (mutual trust, respect, and cooperation);

The second interview question was intended measuring employees' judgment of the presence of many employee relations related values such as cooperation and teamwork, mutual trust and respect and cohesion among team, which is very important for maintaining a friendly organizational climate. When asked (Do you feel that in SCA an

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environment of mutual trust, respect, and cooperation is prevailing?), the following themes derived from the interview responses;

Figure 4): Interpersonal Relationship
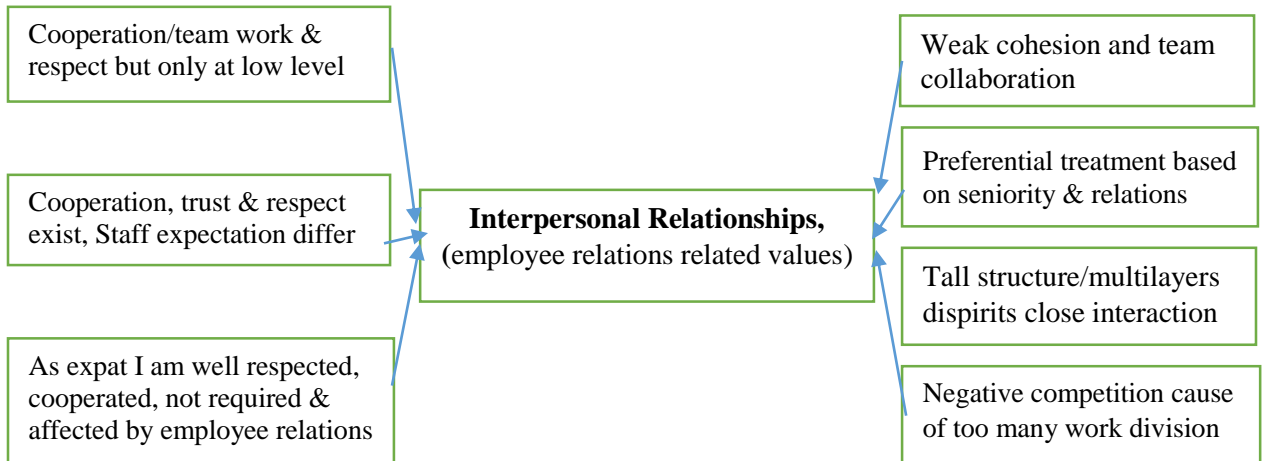
Most of the interviewees described the feeling of weak cohesion and collaboration among SCA employees. Participant 6 (Respd-E) for instance indicated this way;

> *Overall, I see weak positive relationship among SCA employees. Employees should consider a special policy with everyone to receive the needed support. However, there are employees that maintain mutual respect and full cooperation but generally, culture of trust respect and cooperation is not common in SCA. I personally feel this way and rate it weak; it might be different with other colleagues.*

The respondents further indicated that the organization tall structure and different layers of employees dispirits employees close interaction and developed the sense of irresponsiveness. Participants also pointed out that too many work division within SCA caused negative competition which prevent collaboration and cohesion. One of the study participant (Respd-G) stated;

> *I think mutual respect and collaboration among team is not as to be. There is tall organizational structure and different levels of employee. I see week trust and respect among cross functions and employee levels. There is negative competition and less supportive mindset.*

Some participant described preferential treatment and indicated that employee behave differently. Cooperation, respect and responsiveness is better with some employees because of seniority, relations or the position they held. One of the participant (Respd-A) responded this way;

> *Teamwork, respect and cooperation between employees exist but not as expected. Employees behave differently with each other. This is especially with some employees who have worked for longer time in SCA. They have feeling of SCA ownership and thus mistreat other employees.*

Conversely some participants (n=3) belief environment of cooperation, trust and respect exist in the SCA workplace. They belief there is always disconnect between desired respect and cooperation and what employees actually receiving at work. One of the participant who acknowledged he is well trusted, respected and cooperated belief that the level of respect and cooperation may differ based on the nature of the job. He (Respd-D) has expressed;

> *Well, as an expatriate I am not much involved with local staff and thus not affected by the working environment. As for as concern with my job, I receive the required support from the country director as well as my subordinates. I am well respected here and my contribution is always recognized. However, I admit the behavior with expat and local are not the same.*

IQ 3- Leadership styles and managerial behavior;

Interview question three is to assess the leadership appropriateness to the work environment and managerial behavior in terms of recognition of employee's needs and expectations at work. Since the leadership style and managerial behavior strongly influence employees satisfaction and their turnover intension. Respondent were asked (What is your judgment of SCA leadership in responding to employees' ideas, suggestions, and concerns?).

Figure 5): Leadership Style/Managerial behavior

	Top-down information flow & decisions making	
Less responsiveness obligation to board member		Disconnect between employee & management
Traditional/classic leadership & Mgmt. Style		Careless about employees
Selfish and dictatorship attitude	**Leadership styles and managerial behavior**	Subjectively responding to employees concern
No mindset of mutual need between staff & Org		Deploying incompetent managers
	Low professionalism and misuse of authority	

Almost all the respondent felt the leadership and managerial behavior in SCA as a concern. Participants indicated that there is disconnect/distance between employee and the management team and they haven't provided opportunity to work hand in hand with their superiors. Participant 6 (Respd-E) described;

> *As mentioned early, SCA has a very tall organizational structure and low-level employee like me do not find the chance to suggest or discuss their concern with SCA leadership. This is now four years I am working in SCA but have not seen the leadership traveled to worksites or conducted any meeting with field staff to hear their concern. This is why even provincial managers get very selfish and display dictatorship attitude with employee.*

Participants also expressed the leadership/management team as careless about employees and subjectively responding to employees concern. High unemployment rate, less responsiveness obligation to board member and over all less accountability of NGOs in Afghanistan led to irresponsive, selfish and dictatorship attitude of SCA management team. One of the participants indicated this way;

> *I think this question covered above, management team in SCA is very selfish and careless about subordinates. Top management has less obligation for responding employees concerns. In total their mindset is that employees need the organization*

not the organization need employee. Based on the high un-employment rate they are sure any time they would like they can find another employee. No mater the new employee has the same competence or less, the NGOs in Afghanistan has less accountability for their effectiveness.

Employees participated in this study further believe SCA leadership and management style as very traditional/classic. They are less prepared to be flexible, open and adaptive to new ideas. The flow of ideas and making decision is always top-down and front level employee are not involved in organizational planning. (Respd-G) said as;

I believe that SCA management style needs more improvement. Ideally, organizations in 21st century need to be more flexible, open, dynamic and adaptive to new ideas. My observation is that, there are elements of traditionalism and conservatism in the administration of SCA. Management team is reluctant to be open towards employees' ideas, suggestions and concerns.

One participants said there is managerialism in SCA, this is despite the fact that at least two respondent pointed out they were led by unprofessional and incompetent managers.

IQ4- Willingness to quit job for similar pay and benefit;

This interview question was intended to determine if SCA organizational climate has affected employees' intention to leave the organization, since the climate in which employees work is closely linked to the turn over intention

(Figure 6): Employees turn over intension

Uncertainty of next organization				For accountability & valuing employees
Durable employment in SCA	Willing to stay	**Employee intension to leave or stay with the organization**	Prefer to quit	Expect enjoyment of work & contribution
High un-employment rate in Afghanistan.				Unfair treatment is not tolerable
Less employment opportunity in provinces				

The study responses were mix whether they are welling to quit their job if they are offered a position with similar pay and benefit by other organization. Half of the respondents described: keeping in mind the job security in SCA, un-employment rate in Afghanistan as well as uncertainty of next organization environment, they don't prefer to quit for the same salary and benefit package. Participant 3 (Respd-C) said;

> *Given the current employment situation in Afghanistan, I don't prefer to quit for the same benefit as in SCA the job security is better than other similar organizations. However, for the higher salary I may decide to quick my employment with SCA.*

Nearly the same portion indicated they are willing to leave SCA even for the similar salary/benefit, as they are willing to join organization where they enjoy work environment and employees are given due importance. (Respd-A) added;

> *Definitely, I will quit my current job for similar pay. I want to join organization where there is accountability and give value to their employees.*

Among the study participants, only one respondent expressed happiness and not eager to switch his job.

IQ 5&6- Obstacle employees faced & measures to create friendly work climate;

One of the study objective was to determine ways for further improving SCA working environment. The study therefore asked respondent what measures SCA management should undertake for improving and promoting friendly organizational climate. Study revealed below areas that SCA leadership have to look into.

- Politics environment should be changed
- Employee should be treated equally & fairly
- Employees should be informed and involved in decision making
- Recognition should be competence based not relational
- Improving fairness of office procedure
- Improving behavior and mindset of management team about employees

- Improving accountability in senior management level

- Management team should bear responsibilities for employee wellbeing

- Senior management to travel to worksites for improving communication & understanding

- A strong grievance policy and system should be functionalized

IQ7- What employee at their level can do for improving SCA work climate?

Creating a healthy work environment requires collective efforts of every organization members. The study therefore asked what each employee at his/her level could do for improving SCA work climate.

Figure 7): Improving work climate
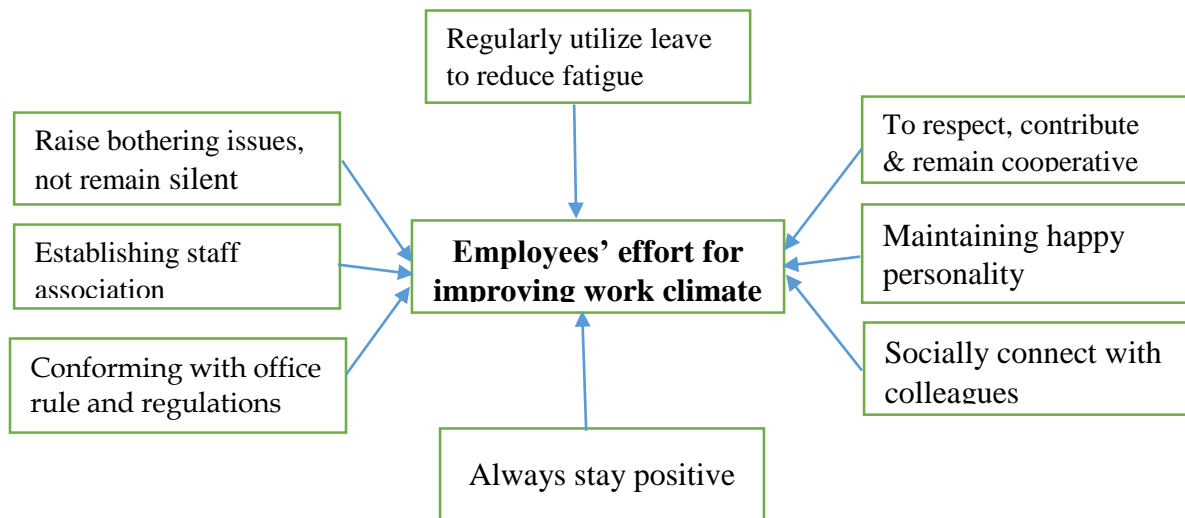
The findings suggest that every employee at his or her level can contribute in promoting friendly work environment. Employees should respect, contribute and remain cooperative to make the environment enjoyable. They further suggest every employee should try to maintain happy personality with colleagues and should try to socially connected with each other that will improve empathy. Majority of the respondent suggest employees should raise bothering issues to the attention of management and not remain silent. One the participant (Respd-E) stated this way;

The first step for reaching out employees concern is to raise the issue. Any stressor in the workplace should be shared and discussed with respective managers. Every employee should try to maintain happy personality with colleagues. Employee should have informal conversation with cross-functional units and try to socially connected with colleagues.

It was further suggested that employee should regularly utilize their leave to reduce fatigue and try to sustain positive attitude. A quit number of respondent also indicated employees should create staff association within SCA to advocate for their right.

4.3. Positive themes

The study also revealed factors which employees view as positive and encouraging that give reason to stay with the organization as opposed to those that makes them leave.

Figure 8): Positive themes

Unlikely most of employees complained about the benefit packages, all the respondent viewed the company salary and benefit comparable and encouraging. Majority of the respondent also acknowledged the training and development opportunity in SCA as attractive factor. One expat participant of the study mentioned the objective of his job as very encouraging factor. Participant (Respd-D) for instance responded;

I am fully satisfied with my employment in SCA, as here, I am extending my support to a very needy people of Afghanistan. I am doing fundraising for humanitarian projects in Afghanistan and love my job and the organization I am working.

SCA job security also pointed out as one of the motivating factors indicated by one of the respondent.

4.4. Chapter Summary

This chapter presented description of results emerged from the conducted interviews and subsequent data analysis. Both research questions are addressed with supporting evidence, including quotations from the study participants. Chapter started with brief demographics information of respondents to know the backgrounds of the interviewee, their level of involvement to ensure they have sufficient experience to provide accurate and reliable information. The chapter further presented the findings according to research/interview questions derived from the participants' experiences and feedback. The investigator confirmed the findings by reviewing/cross checking with many reports and information available within SCA to establish validity and reliability for the study findings. Summary of findings are presented in chapter 5.

CHAPTER FIVE

Summary, Conclusion and Recommendations

Chapter 5 provides overall summary of the study findings and conclusion based on the analysis /interpretation of data obtained through semi-structured interviews. It also present recommendations to SCA management team on how to improve organizational climate within SCA offices. This section further highlights suggestion for future researches to be conducting on this interesting topic.

5.1. Summary of the research findings

The result of biographical section of the questionnaire which include (gender, education level, designation, and length of time worked for SCA) shows that 67% of the respondents were male and 33% were female which is in-equal but proportional of population. Majority of the respondent 77% worked for more than three years and almost all the respondent had post-graduate qualification. This ensure participants had sufficient involvement and experience to provide accurate and reliable information. Participants were nearly 90% in non-managerial positions to best serve the purpose of the study.

Summarizes of findings on employees perception of organizational climate as determined by a set of seven open-ended questions; the investigator first asked whether employee are satisfied with their employment in SCA? In general, employees were dissatisfied with the work environment. The climate was experienced to be very unsatisfactory for almost half of employees. At the same time, some respondents did not show dissatisfaction but comparably don't rate SCA climate as favorable. Only three employee expressed satisfaction.

In response to quality of interpersonal relationship (mutual trust, respect, and cooperation) among employees, most of the interviewees described the feeling of weak cohesion and collaboration among work division and employees. It was found that SCA tall structure and different layers of employees dispirits employees close interaction and

developed the sense of irresponsiveness. Too many work division within SCA caused negative competition which prevent collaboration and cohesion. Some participant pointed out preferential treatment and indicated that employee behave differently with each other based on relations and position seniority. Few employees responded positively and belief there is always disconnect between desired respect and cooperation and what employees actually receiving at work.

When asked to comment on Leadership styles and managerial behavior, almost all the respondent felt the leadership and managerial behavior in SCA as a concern. They acknowledged disconnect/distance between employee and the management team. Respondent described SCA leadership/management team as careless about employees and subjectively responding to employees concern. High unemployment rate, less responsiveness obligation to board member and over all less accountability of NGOs in AFG led to irresponsive, selfish and dictatorship attitude of SCA management team. Respondents believe SCA leadership and management style as very traditional/classic where they are less prepared to be flexible, open and adaptive to new ideas. Employee managerialism and raised less participation in decision-making. At least two respondent pointed out they were led by incompetent managers.

The study responses were mix whether they are welling to quit their job if they are offered a position with similar pay and benefit by other organization. Half of the respondents don't prefer to quit for the same salary and benefit package given the job security in SCA, un-employment rate in Afghanistan as well as uncertainty of next organization environment. Nearly the same portion indicated they are willing to leave SCA even for the similar salary/benefit, as they are willing to join organization where they enjoy work environment and employees are valued.

One of the study objective was to determine ways for further improving SCA working environment. Study revealed below areas that SCA leadership have to look into. Equally & fairly treating employees, changing politics, involving employees in decision making, avoiding favoritism, improving behavior & mindset of management about employees, bearing responsibility for employee wellbeing, regular travel to worksites for improving communication and functioning a strong grievance system were suggested by the participants.

5.2. Conclusion

The aim of this study was to examine employees' perception of SCA organizational climate and their satisfaction level as well as to determine whether employees leaving SCA is based on being not satisfied with the climate. In addition the study seek to identify factors and determine ways for further improving SCA work environment.

The study in regards to the first objective over all perception of employees concluded that very few employees had positive perception and satisfaction from SCA organizational climate. (In-equally treating employees, in-effective leadership style, process in-justice, behavior problem and misuse of authority and less participation & involvement in organizational decisions) identified as main reasoning for employees dissatisfaction.

Interestingly no employee showed concern on pay and benefit packages SCA is providing. Study also revealed the job security and effort SCA put through training and development as very encouraging.

The study through findings also acknowledged that unfavorable work climate was the main reason for employees' turnover. Beside financial aspects, employees wish to enjoy work environment and to be valued as individual.

In regard to the second research question/ objective, (Equally & fairly treating employees, changing politics, involving employees in decision making, avoiding favoritism, improving behavior & mindset of management about employees, bearing responsibility for employee wellbeing, regular travel to worksites for improving communication and functioning a strong grievance system) were suggested as factors and ways for further improving SCA work environment.

Overall, it can be concluded that for the organization success it is must to provide a positive and conducive work environment in which all factors that influence employee performance are in line with their needs/expectation. Since employees will strive to perform only when they feel, their immediate environment perfectly match their obligations.

5.3. Recommendations

The study based on the findings outline the following recommendations that needs attention of SCA leadership/management:

1- SCA management should take immediate corrective actions by using the finding of this study to improve an open and healthy organizational climate.

2- It is essential that SCA conduct the analysis of organizational climate at least bi-annually to better diagnose the climate factors that negatively affect employees' morale and motivation towards their work and the organization.

3- Given the sever dissatisfaction of respondent from the management and leadership style, SCA should turn up with a good management system, placing major emphasis on professional behavior.

4- Study findings also recommend that SCA arrange professionalism and team building sessions for employees to enhance cohesion.

5- SCA should continually invest to raise the level of employees' satisfaction and thus provide sound & favorable organization climate, since the success of organization highly depends on the attitude and behavior of its employees towards their work/organization.

5.4. Guideline for Future Research

Participants in this study all sampled from only employees of Swedish Committee for Afghanistan (SCA) thus the result of the study may not be applicable to other NGOs. Therefore, future research is suggested extending the approach and the findings to other NGOs operating in Afghanistan for a broader perspective on the study topic.

One of the integral issue with qualitative research is its limitation in generalizability, since it is based on relatively small sample. Therefore, further quantitative study is necessary to be carried-out with much larger sample and to examine the strength of the organizational climate factors relationship identified in this study.

In addition, an area for further research is to investigate the relationships between employee perception of organizational climate and demographic factors. For instance examining if there is difference between perception of male and female, levels of employee and perception of employee with different length of employment with the organization.

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APPENDICES

Appendix A: Interview Questionnaire

Study of SCA organizational climate

Interview questionnaire

Respondent Name		Respondent Position	
Department/unit		Gender	
Level of education		Interview Date	
# years worked in SCA		Total years' work experience	

We are conducting an interview to get your view on SCA organizational climate. The goal of this study is to assess employee's satisfaction from current SCA working environment and to investigate ways for further improvement. If you agree to participate in this interview, we would like to ask you a few questions that will approximately last 40-60 minutes.

1- **Are you satisfied with your employment in Swedish Committee for Afghanistan (SCA), Please explain?**

2- **Do you feel that in SCA an environment of mutual trust, mutual respect, and cooperation is prevailing, please elaborate?**

3- **What is your judgment of SCA leadership in responding to employees' ideas, suggestions, and concerns?**

4- If you are offered a position with similar pay and benefits by other organization, would you quit your current job, if yes why?

5- As an SCA employee, what obstacle do face and how to overcome those obstacles?

6- What measures can be taken by SCA management to create an enabling and friendly working environment?

7- What contribution employees can make for improving SCA working environment?