

Abstract

The Navy Director of Acquisition Career Management is interested in an analysis of the four open-ended responses derived from the work environment climate assessment study on the Navy acquisition workforce (Gerbich, 2016). The main objective of this study is to explore the Navy's organizational climate and the issues overshadowing the Navy's acquisition retention effort, as well as to identify trends and patterns for managerial consideration and decision to future workforce development. The study used thematic analysis methodology to explore four open-ended responses concerning employee shared perception of job satisfaction, job characteristics, work conflict, and organizational justice. The study had a sample of 694 employees and received 1,407 responses. Inter-rater reliability checks were used to corroborate findings. The results of this study show that employee overall dissatisfaction in the work place is positively related to its organizational climate.



Climate Assessment Survey

Methods

- The research methodology for this report consists of a literature review of four organizational climate dimension: Job Satisfaction, Job Characteristics, Work Conflict and Organizational Justice.
- This research employed the thematic analysis method to identify themes resulting from the respondents survey analysis.
- This research employed interrater reliability to ensure homogeneity and agreement.

Results of Thematic Analysis Subthemes & Subsets

Job Satisfaction

- Quality of work life
- Fairness
- Training competency
- Leadership

Job Characteristics

- Training

Work Conflict

- Monetary
- Compensation Time
- Credit Hours
- Flexibility/other

Organizational Justice

- Appraisal System
- Accountability
- Satisfaction
- N/A comment

Results of KAPP Inter-rater reliability

JOB SATISFACTION	Rater 1&2	Rater 1&3	Rater 2&3	Fleiss Rating
Quality of work life	0.565	0.670	0.458	0.559
Fairness	0.386	0.536	0.409	0.436
Training competency	0.750	0.723	0.550	0.675
Leadership	0.450	0.621	0.395	0.461

JOB SATISFACTION

JOB CHARACTERISTICS	Rater 1&2	Rater 1&3	Rater 2&3	Fleiss Rating
Training	n/a	n/a	n/a	n/a
Sub-set: Supervisor Support	0.221	0.331	0.162	0.228
Sub-set: Opportunities	0.405	0.282	0.185	0.255
Sub-set: Resources	0.411	0.405	0.250	0.347

JOB CHARACTERISTICS

WORK CONFLICT	Rater 1&2	Rater 1&3	Rater 2&3	Fleiss Rating
Monetary	0.584	0.633	0.900	0.703
Comp time	0.767	0.701	0.864	0.776
Credit Hours	0.848	0.791	0.651	0.766
Other & Flexibility	0.391	0.140	0.264	0.295

WORK CONFLICT

ORGANIZATIONAL JUSTICE	Rater 1&2	Rater 1&3	Rater 2&3	Fleiss Rating
Appraisal	0.559	0.579	0.442	0.523
Accountability	0.180	0.249	0.220	0.188
Satisfaction	0.640	0.880	0.732	0.751
N/A comment	0.488	0.662	0.678	0.591

ORGANIZATIONAL JUSTICE