



**ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES**

**A STUDY OF THE EFFECTS OF ORGANIZATIONAL
CULTURE ON EMPLOYEE MOTIVATION AT ETHIO
TELECOM**

**BY
MEKONNEN MUAUZ**

**APRIL 2013
ADDIS ABABA, ETHIOPIA**

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**BY
MEKONNEN MUAUZ HADERA**

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LIST OF ACRONYMS AND ABBREVIATIONS **PAGE**

CVF Competing Value Framework..... 13

EAC Existing Adhocracy Culture..... 55

ECC Existing Clan Culture..... 56

EHC Existing Hierarchy Culture..... 56

EMC Existing Market Culture..... 55

ET Ethio telecom..... 2

ETC Ethiopian Telecommunications Corporation..... 1

ICT Information Communication Technology..... 2

NGN Next Technology Network..... 2

OCAI Organizational Culture Assessment Instrument..... 13

PSTN Private Switched Transmission Network..... 2

TPO Transformation Program Office..... 1

VIF Variance Inflation Factor.....50

WCS Wipro Consulting Services..... 1

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ABSTRACT

The study aims at measuring the effects of organizational culture on employee motivation among ethio telecom employees found in Addis Ababa across the manager and expert levels. From the total population (2550) there were 255 samples selected through probability sampling techniques which were simple random sampling technique, out of which 32 were from manager and the remaining 223 were from expert respondents found in Addis Ababa. Two managers and six experts' respondents were not returned the questionnaire. The analysis methods of the study used were descriptive statistics like Tables and Diagrams and inferential statistics like correlations and standard multiple regression. Managers were more motivated than experts by most of the motivation variables as the result indicates. The study reveals that the dominant existing culture of the corporation is hierarchy culture and the dominant preferred culture is adhocracy culture. Adhocracy culture has positive and strong relationship with company policy, recognition, advancement opportunity and achievement in both manager and expert respondents. According to expert respondents job itself and responsibility have correlated with adhocracy culture and according the managers working condition is highly correlated with adhocracy. Existing adhocracy culture has statistically significant relationship with the above motivation variables in both manager and expert respondents. The model (existing clan culture, existing adhocracy culture, existing market culture and existing hierarchy culture), explains 41.6 percent of the variance in overall motivation, and the model as a whole were statistically significant but existing adhocracy culture and existing clan culture makes the largest unique contribution (beta = 0.580, 0.499 respectively) and both of them have also made a statistically significant contribution, but the beta value for existing market culture and existing adhocracy culture were very low (0.010 and 0.004), indicating that they made very low of a unique contribution and both of them were statistically not significant.

Keywords: Existing Culture, Preferred Culture, Organizational Culture, Employee Motivation

CHAPTER ONE

1. Introduction

1.1. Background of the Study

The key to a significant achievement in an organization in business world is its people as the lead in today's competitive climate. People issue, is related to how to attract, retain and motivate employees. The fundamental and dominant today in an organization is that employees are not only able to work; but must also be willing to work. So, only well-motivated people will produce a real edge and continuously maximize performance.

Linstead, Fulop, and Lilley (2009) found that Organizational culture has become an essential element in our understanding of organizations. There is interrelatedness between this and leadership, organizational structure, motivation, power and strategy.

Organizational culture is a set of understanding or meanings shared by group of people. The meanings are largely tacit among members, clearly relevant to the particular group and distinctive to the group. Meanings are passed on to new group members (Louis, 1980).

To bring up a friendly atmosphere in the organization, it is essential to measure the effects of organizational culture on work motivation in organizations (Nayak, 2011).

Ethiopian Telecommunications Corporation (ETC) was the oldest Public Telecom Operator in Africa and created as a separate entity in 1952. ETC had a vision to serve approximately 15 million subscribers by 2011. With this view, ETC conducted a business transformation to align its services to the customer requirements by deployment of Next Generation Technology and processes which will be expected to change the culture of the company. This led to the establishment of the Transformation Program Office (TPO) to effect the change by formation of a new telecommunications service providing entity. As part of the initiative TPO has engaged Wipro consulting services (WCS) to assess the alignment of the ongoing initiatives to the business goals and objectives (<http://www.intranet.ethiotelecom.et>).

In its endeavor to create a “World Class New Company” TPO had set itself, with a missionary zeal, to create world class ICT infrastructure and develop best in class processes that will help minimize the cost and increase revenue. These critical engagements were divided into multiple projects. These all initiatives (projects) have made possible the creation of Ethio telecom (ET). It is operating by management contracts of France telecom and the main objective of the agreement is to gain management experiences and increase the revenue of the company by eliminating unnecessary costs and creating new revenue generating opportunities, though cultural change is the main hindrance of the organization to achieve its goals and objectives.

To bring conducive atmosphere in the organization, it is essential to measure the effects of organizational culture on employee motivation. It is important to the organization to know which culture positively motivate or negatively motivate to the employees of the organization to bring suitable culture to both the organization and to its employees.

ET has its own organizational structure which is starting from board of directors, chief executive officer, chief officers, officers, managers, supervisors, and staffs. The company is structured in a head office; region and zone form and most decisions are made in the head office. It has 8 regional branches and 8 zonal branches. The researcher will assess the head office and the zone offices found in Addis Ababa only.

1.2. Statement of the Problem

Organizational culture is important because initiatives (projects) and changes carried out without its thoughtfulness often have unforeseen outcomes, and more often negative ones from the viewpoint of employee motivation. According to Schein (1992) Culture matters because it is a powerful, latent, and often unconscious set of forces that determine both individual and collective behavior, ways of perceiving, thought patterns, and values cultural elements determine strategy, goals and modes of operating.

ET as an operator has provided services like prepaid and post paid mobile services, from broad band to narrow band internet services and PSTN (fixed line and wireless services) to its customers all over the country. To provide these products and services the company uses latest technologies like NGN technologies. The company has currently 18 million subscribers in all services and its growth is highly increasing from year to year, but as my observation the employee of the organization is not motivated by the culture of the organization. Many of them are complaining about the activities of

human resource management practices and management practices of the organization. ET employees said that, “there is high employee turnover in the past two years and it is increasing from time to time”. As the present researcher asked the employee of the organization little attention is given to employee like: educational advancement opportunities, fairness in salary, job fitness, and timely decision making among others are the main problem of the company. The corporation focuses on how to increase the number of subscribers and gives little attention to the culture of the corporation.

Even though, there is no right or wrong culture, except in relation to what the organization wants to achieve, the relative strength of an organization culture is dependent on how well the group deals with external adaptation and internal integration. The fitness of the culture of the organization and the employee interests is helpful to the corporation to increase revenues in the long run, even when new competitors are introduced. Culture helps to attract and retain capable people and can increase innovation and productivity.

Culture is the organizational equivalent of a human personality, specifically; culture can have an influence on employee motivation and retention, employee morale and goodwill, productivity and efficiency, the quality of work, nature of the employee and the attitude of employees in the workplace. Causal factors that shape culture of the organization are the influence of dominant leader, company history and tradition, technology, product and service, the industry and its competition, customers, company expectations, information and control systems, legislation and company environment, procedures and policies, reward system and measurement, organization and resource, goal, values and believes (David, 2006).

According to Schein (1984) in essence, the organization needs to pay attention to its survival as an organization and to the systems it uses to do what it has to do in order to deliver its products and services in such a way that it ensures its ability to survive and succeed.

Different researchers have carried out a research regarding the effects of organizational culture and employee motivation; some of them are as follows:

Nayak (2011) tried to investigate the relationship between organizational cultures across the level of hierarchy, function, age group and gender and the sample of the researcher was 134 this number was selected from the private and public steel manufacturing sectors found in the State of Odisha, India. The finding was that there is

significant correlation between organizational culture and motivation. Employees become motivated if they get proper recognition, incentive, leadership/expert influence, group cohesiveness, guidance, future orientation, individualism and power parity. But managers are better motivated than supervisory level. The supervisors feel that there is high disparity in pay structure, comfortable working conditions, recognition and benefits. It is also found out that individualistic achievement and affiliation play vital role in motivation.

The organizational culture variables and motivational factors which are taken in this research are different from other researchers. This research has taken the level of hierarchy variables as the above researcher, that is the staff (expert) and the manager level. The manager level is taken as supervisory and above employees, but Nayak has taken the supervisor and the manager only, below supervisory level is not considered. Employee function, age group and gender are not considered in this research because as my observation these variables will not create difference to the effects of organizational culture on employee motivation at ET. Nayak has taken the private and public steel manufacturing sector found in the State of Odisha, India, but this research is taken one organization. The motivational variables of this research expected to see the internal as well as the external motivators taken from the Herzberg motivation theory to relate with the culture of the organization more comprehensive than the above motivational variables.

Helou & Viitala (2007) conclude that culture does influence motivational practices. How culture affects depends whether the culture is task-orientated or person-orientated. They found that the person-oriented culture emphasizes the use of innovative motivational practices, with the aim of developing individuals and their work. The task-oriented culture promotes the use of traditional motivation tools.

The above two and other researchers have done a research in this area, but this study is the first in taking ET, the variables that the researcher taken is different, and the influence of organizational culture on employee motivation is unique from organization to organization. This researcher takes the cultural variables like clan, adhocracy, market and hierarchy culture developed by Cameron and Quinn (1999). To measure the motivation of employees the researcher selects Herzbergs (1968) Two-Factor theory or Motivator-Hygiene theory, because it can see the motivation level of employees comprehensively.

The variables are achievement, recognition, work itself (current work), responsibility, advancement opportunity, company policy, manager/supervision (boss), salary structure, relationship with peers and working condition. Five point Likert type scales will be used to know motivation level of the employees.

1.3. Research Questions

The study tries to collect data from this corporation and to answer the following questions:

- What are the dominant existing and preferred cultures of the organization?
- What are the motivation levels of manager and expert employees?
- What is the relationship between organizational culture and employee motivation
- To what extent of the motivation of ET employees are influenced by the culture of the organization?
- Which culture type of the organization is the best predictor of the overall motivation of ET employees?
- What cultural changes should be implemented to enhance the motivation of employees?

1.4. Research Objective

1.4.1. General Objective

The general objective of the study is to identify the organizational culture gaps and to see its consequences in employee motivation in performing day to day activities.

1.4.2. Specific Objectives of the Study are:

- To know the motivation level of ET employees
- To assess the dominant existing and preferred culture of the organization
- To know the relationship between organizational culture and employee motivation
- To examine the predictability of the organizational culture to the overall motivation of employee
- To suggest strategies that enhance the motivation of employee

1.5. Definition of Terms

- Clan: an organization that concentrates on internal maintenance with flexibility, concern for people, and sensitivity for customers.
- Hierarchy: an organization that focuses on internal maintenance with a need for stability and control.
- Adhocracy: an organization that concentrates on external positioning with a high degree of flexibility and individuality.
- Market: an organization that focuses on external maintenance with a need for stability and control.
- Turnover is defined as when an employee leaves and is replaced by another employee.

1.6. Significance of the Study

The researcher has not found any previous research that deals about the effects of organizational culture and its effects on employee motivation at Ethio telecom. This research will be helpful to suggest suitable organizational culture which will be very important to enhance motivation of employees in ET. This research will be helpful to the management of the organization to make further research in this area and to develop strategies that can create suitable organizational culture to its employees. It will also be important to other researchers to conduct further research depending on these research findings.

1.7. Scope and Limitation of the Study

Even though, effect of organizational culture on employee motivation is common problem in all organizations, the researcher focuses only in Ethio telecom employees found in Addis Ababa due to time and other resource problems.

When we see the quality of the research, it will have some problems in that the questionnaires may not fill properly due to employee commitments, knowledge gap, and confidentiality on the utilization of the information. In addition to this, security and drivers workers are not included in this population since they have low educational background and by assuming that they will not clearly understand the questionnaire and due to this, it may affect the quality of the research findings.

1.8. Composition of Research Report

The research report consists of five chapters. Chapter one deals with the introduction part that is the problem and its approaches. The second chapter deals with the review of related literature. The third chapter deals with method of the study, the fourth chapter deals with presentations and data analysis (data analysis and interpretation) and fifth chapter deals with the summary, conclusions and recommendations.

CHAPTER TWO

Literature Review

2. Introduction

The main aim of this literature review is to see the views and theories of different authors concerning organizational culture and employee motivation and their relationships of these two broad variables. First it will discuss about organizational culture, then about employee motivation and finally, it will see the effects of organizational culture on employee motivation which is found by different researchers.

2.1. Cultural Perspectives in Organizations

With the ever changing technology and fast paced business arena, companies today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many companies have now turned to explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business enterprise (Naicker, 2008).

The interest towards corporate culture began in the 1980s when North-American commerce began to investigate the success behind Japanese organizations. The reason for their success was thought of being in their unique corporate culture. (Helou & Viitala, 2007) the Asian economic boom that occurred during that same time period introduced the theory Z, which is another name for the so called “Japanese management” style that emphasizes employee loyalty and workers overall well-being, regardless whether the employee is on or off the job. On the other hand, the strong interest towards corporate culture accumulated from a previous overemphasizes on strategic issues, such as planning and structure, which did not seem to provide motivation, mission and course anymore. In Europe, the wave of interest towards corporate culture came a bit later, to be more precise it occurred in the late 1980s and early 1990s. The increasing competition experienced in the markets, especially coming from the Japanese counterparts, facilitated the European interest in the subject.

Unfortunately, most of the major culture changes of the 1980s were accompanied by major downsizing or divestment and depended significantly on size and growth

strategies. This is not to deny that culture is important dimension of organization, although it does seem to be easier to argue for culture as barrier to change (Johnson, 1992) than as guarantor of success. Steven Feldman (1996) argues that culture is neither one thing nor the other, and is simultaneously both obstacles to change and ground for creative development it form the context for action.

More recently, there has been a growing recognition that it is impossible to extricate culture as a variable from other elements of the organizational context. Nevertheless, one of the main reasons for the rise in interest in organizational culture was to understand how it impacts an organizational change: for the time it was seen as the hidden obstacle to success (Linstead and others, 2009).

Peter (1994) in discussing one of the few longitudinal studies of organizational change, note that the attempt to change corporate culture was accompanied by complex political processes and structural adjustment and latter comments if it is accompanied by structural change it cannot be isolated as crucial to success (Anthony, 1994).

2.2. Definition of Organizational Culture

Diverse definitions of organizational culture were available. However, for the need of this study, the following definition was chosen. Organizational culture can be defined as the unconscious beliefs, values and basic assumptions that exist in an organization. All the members regardless of their position in the organization share them.

Hofstede (1991) refers to organizational culture in a somewhat more philosophical way: Culture is a deeply rooted value or shared norm, moral or aesthetic principles that guide action and serve as standards to evaluate one's own and others' behaviors. Schein (1999) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. Culture refers to the norms, values and beliefs the members of an organization maintain about the purpose of work and how they are expected to go about doing the work.

2.3. Theories and Measurement of Organizational Culture

Different researchers have employed various theories to measure organizational culture. Here we will see some and the most common theories and measurements of organizational culture.

Schein (1984) suggests a view of organizational culture based on distinguishing three levels of culture, from the shallowest to the deepest: artifacts and creations; values; and basic assumptions.

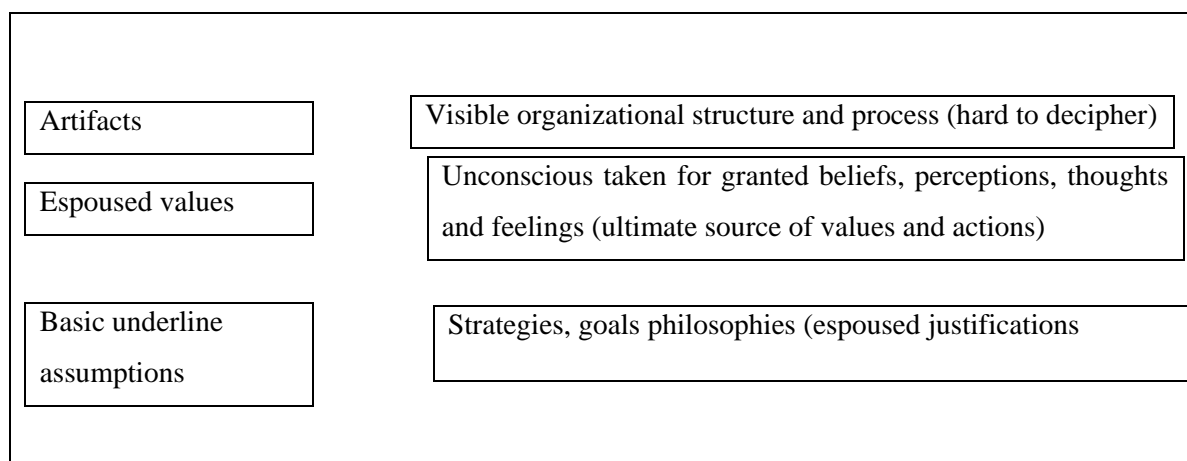
Level 1: Artifacts. The most visible level of culture is artifacts and creations which is the constructed physical and social environment. This includes physical space and layout, the technological output, written and spoken language and the overt behavior of group members.

Level 2: Espoused Values. Cultural learning reflects someone's original values. Solutions about how to deal with a new task, issue or problem are based on convictions (confidence) of reality. If the solution works, the value can transform into a belief. Values and beliefs become part of the conceptual process by which group members justify actions and behavior.

Level 3: Basic Underlying Assumptions. When a solution to a problem works repeatedly it comes to be taken for granted. Basic assumptions are unconsciously held learned responses. They are implicit assumptions that actually guide behavior and determine how group members perceive, think and feel about things.

Schein (1984) suggests that the basic assumptions are treated as the essence. What culture really is and values and behaviors are treated as observed manifestations of the culture essence. Schein proposes that the structure of organizational culture could best be thought of as consisting of different layers, as represented below:

Diagram 2.1: Levels of Culture



Structural model of culture indicating different levels of culture (Source: Schein, 1984)

2.3.1. Harrison Typologies of Organizational Culture

Harrison typologies categories organizational culture in to four culture type as power, role, achievement and support & defines their characteristics as follows:

2.3.1.1. Power Culture

Many small enterprises and large conglomerates display the characteristics of a centralized power culture. This model is very like Weber's Charismatic organization. It is like a web with a ruling spider. Those in the web are dependent on a central power source. Rays of power and influence spread out from a central figure or group. There may be a specialist or functional structure but central control is exercised largely through appointing, loyal key individuals and interventionist behavior from centre. Effectiveness is judged on results and sometimes for the central figure, perhaps the ends sometimes justify their means (Brown, 1998).

2.3.1.2. Role Culture

Often referred to as a bureaucracy, it works by logic and rationality. Its pillars represent functions and specialism. Departmental functions are delineated and empowered with their role e.g. the finance dept., the design dept etc. Work within and between departments (pillars) is controlled by procedures, role descriptions and authority definitions. There are mechanisms and rules for processing decisions and resolving

conflicts. Matters are taken up the line to the upper structure where heads of functions can define a logical, rational, & corporate response. Co-ordination is at the top with the senior management group. Job position is central to this not necessarily the job holder as a person. People are appointed to role based on their ability to carry out the functions satisfactory performance of role. Efficiency stems from rational allocation of work and conscientious performance of defined responsibility (Harrison, 1996).

2.3.1.3. Achievement Role

The emphasis is on results and getting things done. Resources are given to the right people at whatever level who are brought together and given decision making power to get on with the task. Individuals empowered with discretion and control over their work. The task and results and the main focus and team composition and working relationships are founded on capability rather than status (Harrison, 1993).

2.3.1.4. Support Culture

The individual is the central point. If there is a structure it exists only to serve the individuals within it. If a group of individuals decide to band together to do their own thing and an office or secretary would help - it is a support culture. The culture only exists for the people concerned; it has no super-ordinate objective (Brown, 1998).

There are many other typologies of company culture. Hofstede argues that differences in the norms and values of different countries can be captured by five dimensions of culture: individualism vs. collectivism, power distance, achievement vs. nurture orientation, uncertainty avoidance, and long term vs. short term organizations, but this dimension of culture is difficult to apply practically in terms of cost, time and other resource problems.

Quinn and Rohrbaugh (1983) use a different typology of company culture. They developed the Competing Values Framework that has four dimensions: people oriented (Clan), control oriented (hierarchy), innovation oriented (adhocracy) and market oriented (market).

2.3.2. Competing Value Framework

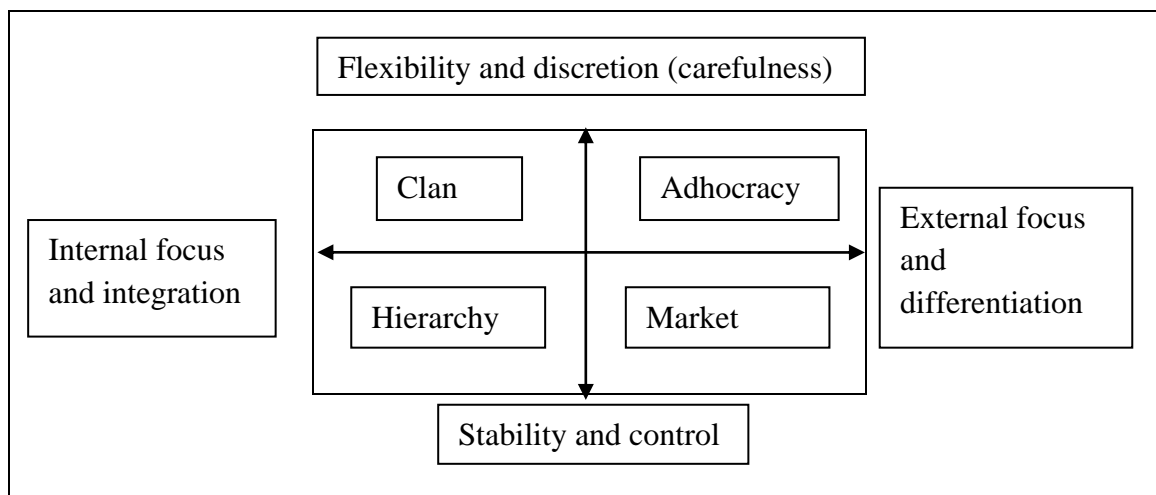
The Competing Value Framework (CVF) (Cameron and Quinn, 1999; Kimberly and Quinn, 1984; Quinn and Rohrbaugh, 1981, 1983) tends to provide a validated, reliable, and concentrated method which, by considering the cultural values and comparing them to those values which are preferred, allows a comparison of desired with the actual state of an organization's culture. Quinn and Rohrbaugh (1981, 1983) and Cameron and Quinn (1999) project the CVF as a framework which provides the linkage of cultural characteristics of an organization with its effectiveness and success.

Organizational culture can be seen as a lasting and only gradually changing characteristic of an organization and refers to implicit aspects of an organization. It reflects core values that are cherished and assumptions in the organization that are often not under discussion. It is recognized by the dominant leadership styles, language and symbols, procedures and fixed rules, and definitions of success that makes an organization unique (Cameron & Quinn, 1999). Organizational culture develops itself through the years and it is created and maintained by the owners of the company (Cameron & Quinn, 1999).

Cameron and Quinn (1999) have developed an organizational culture framework built upon a theoretical model of CVF. This framework refers to whether an organization has a predominant internal or external focus and whether it strives for flexibility and individuality or stability and control. The framework is also based on six organizational culture dimensions and four dominant culture types (i.e., clan, adhocracy, market, and hierarchy). In addition the framework authors generated an "Organizational Culture Assessment Instrument (OCAI)" which is used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations (Cameron & Quinn, 1999).

Cameron and Quinn (1999) developed the Organizational Culture Assessment Instrument: OCAI model. In this model (figure 2) there are basically four distinct business cultures that deal with the amount of control or flexibility within a company and its focus outwards or inwards.

Diagram 2.2: Organizational culture assessment instrument



2.3.2.1. Clan Culture

On the vertical axis, in the first quadrant is the clan culture. Here the company is internally focused with little control and stability. The management of the organization behaves in general as a mentor, it facilitates and encourages. The management style of the organization is characterized by teamwork, consensus and participation. Employees are flexible and the work is often team oriented. Loyalty and trust are the binders that hold the organization together. This involvement is highly valued and human relationships are very important.

2.3.2.2. Adhocracy Culture

In the second quadrant is the adhocracy culture, which is externally focused. The organization is very dynamic and there is a real entrepreneurial spirit. The people are willing to take risks. The management of the organization in general emphasizes an entrepreneurial spirit, as well as innovation and risk-taking. The management style of the organization is characterized by personal risk taking, innovation, freedom and uniqueness. The binder that holds the organization together consists of commitment to innovation and development.

2.3.2.3. Hierarchical Culture

The third quadrant (internally focused and closely controlled), is the hierarchical culture. The organizations can be described as tightly structured and managed. Formal

procedures determine in general what people do. The leadership in the organization gives the general expression of coordinating and organizing behavior and makes the impression of a smoothly running, efficient machine. The management style of the organization is characterized by job security, rules, and predictable and stable relationships. The binder that holds the organization together consists of formal rules and policy documents. Maintaining a smooth running organization is important.

2.3.2.4. Market Culture

The last quadrant (externally focused, with little control) is the market culture. The market culture can be described as being very much results oriented. The work is given the greatest care. People are very competitive and focused on delivering results. The management of the organization gives the general impression of a no-nonsense setting, with aggressiveness and a results orientation. The management style of the organization is characterized by unscrupulous competition, high standards and performance orientation. The binder that holds the organization together is the emphasis on performance and the achievement of objectives.

To determine the most important dimensions on which to focus, it is important to use an underlying framework, a theoretical foundation that can narrow and focus the search for key cultural dimensions. No one framework is comprehensive, of course, nor can one particular framework be argued to be right while others are wrong. Rather, the most appropriate frameworks should be based on empirical evidence, and should be able to integrate and organize most of the dimensions being described and should be able to integrate and organize most of the dimensions being proposed. That is the purpose of using the CVF to diagnose and facilitate changes in organizational culture. It is a framework that was empirically derived, has been found to have both face and empirical validity, and helps integrate many of the dimensions proposed by various authors (Cameron & Quinn, 1999). CVF has been found to have a high degree of congruence (similarity) with well known and well accepted categorical scheme that organize the way people think, their values and assumptions, and the ways they process information. That is, similar categorical schemes have been proposed independently by a variety of psychologists Cameron and Quinn (1999).

paradoxically Harrison's dimension are in fact structural dimensions rather than cognitive or behavioral ones and are certainly not symbolic ones and are not typical set

of behaviors and associated mind sets that tend to go along with particulate structures (Linstead and others. 2009).

In this research we will use the typology of Cameron & Quinn (1999). This model is often used as a typology for company culture.

2.3.3. Functions of Organizational Culture

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Organizational culture determine organizational behavior, by identifying principal goals, work methods; how members should interact and address each other; and how to conduct personal relationships (Harrison, 1993).

Brown (1998), states the following functions of organizational culture:

- Conflict Reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions and preference for action.
- Coordination and Control: Largely because culture promotes consistency of outlook it also facilitates organizational process of coordination and control.
- Reduction of Uncertainty: Adopting of the cultural mind frame is anxiety reducing devices which simplifies the world of work, makes choice easier and rational action seem simple.
- Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
- Competitive advantage: Strong culture improves the organizations chance of being successful in the market place.

In addition to the above definitions, Martins and martins (2003), also mention the following as functions of organizational culture.

- It has boundary defining role, that is, it creates distinctions between one organization and the other organization.
- It conveys a sense of identity to organizational members
- It facilitates commitment to something larger than individual self interest

- It enhances social system stability as the social glue that helps to bind the organization by providing appropriate standards for what employees should say and do.
- It serves as a meaningful control mechanism that guides or shapes the attitude and behavior of employees.

These function of organizational culture suggested that, an organizational cannot operate without a culture, because it assists the organization to achieve its goals. In general terms, organizational culture gives organizational members direction towards achieving organizational goals (hampden and turner, 1990).

2.4. Strong and Weak Organizational Culture

Martin and martin (2003), highlight that in a strong culture the organization core value are held strong and shared widely. This suggests that when organizational members accept the shared values, they become more committed to them. A strong organizational culture therefore refers to organizations in which beliefs and values are shared relatively consistently throughout the organization (Deal and Kennedy, 1982).

Strong organizational culture has great influence on the behavior of organizational members (Martins and Martins, 2003). A strong culture is a powerful lever for guiding behavior (Deal and Kennedy, 1982).

Brown (1998) also believes that strong organizational culture can enable an organization to achieve high performance based on the following reasons:

- Strong organizational culture facilitates goal alignment
- Strong organizational culture leads to high level of employee motivation
- Strong organizational culture is better able to learn from its past

In relation to the above benefits of strong organizational culture, Martins and Martins (2003) states that one specific result of strong culture should be a lower employee turnover. This is due to the fact that when organizational members agree about what the organizations stands for, the end results are cohesiveness, loyalty and organizational commitment (Martins and Martins, 2003).

A weak culture on the other hand, organizational members do not subscribe to shared beliefs, values and norms (O Reilly, Chatman and Caldwell,1991). Organizational

member in a weak culture find it difficult to identify with the organizations core values and goals (Wilson, 1992). As a result components or different departments within such an organization uphold different beliefs that do not necessarily address the core goals of the organization.

2.5. Employee Motivation

2.5.1. The Concepts and Definitions of Motivation

The role of motivation in the work context has been studied to understand what cause employees to try hard to do well, or more specifically, what causes the causal, direction and persistence voluntary actions that are goal directed (Mitchell, 1982).

The motivational sequence is activated by the emergence of needs which motivate individuals to take actions toward need satisfaction (Locke, 1991; Steers and Porter). The set of disequilibrium influence the level of arousal, where as the action toward anticipated outcomes set the direction.

Management theories in the 1960s saw motivation as largely about satisfying the need of people, need that could only ever really be satisfied through work. This need deficiency theory of motivation helped propagate belief that if managers could identify the need of employees, manager could also manipulate or influence these needs, making it easier for employees to improve their performances ((Linstead and others, 2009:413).

Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue. This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of Bedeian (1993) it is an internal drives to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective. It symbolizes those psychological procedures that foundations the stimulation, route, and determination of deliberate actions that are target oriented (Farhad, 2011). Also motivation is a progression of moving and porting goal-directed behavior (Chowdhury, 2007). It is an internal strength that drives individuals to pull off personal and organizational goals (Reena, 2009).

In order to get things changed through employees, the organization should be able to motivate their members, which is easier said than done (Neeta, 2010).

Motivation seems to be the single most important determinant of performance (Lawler, 1973). Jaruphongsa (1998) reviewed Motta (1995) that job performance is the result of motivation and ability. Ability includes training, education, equipment, simplicity of task, experience, and both inborn mental and physical capacity. Rutherford (1995) argued that motivation makes an organization more effective because motivated employees are always looking for better ways to do a job, generally are more quality-oriented and are more productive, so it is important for management to understand how organizations influence the motivation of their individual employees.

2.5.2. Foundation and Theories of Motivation

Four distinct perspectives on employee motivation have evolved: the traditional approach, the human relations approach, the human resource approach and the contemporary approach.

2.5.2.1. Traditional Approach

The study of employee motivation really began with the work of Frederck W. Taylor on scientific management. Scientific management pertains to the systematic analysis of an employee's job for the purpose of increasing efficiency. Economic rewards are provided to employees for high performance. The emphasis on pay evolved in to the notion of economic man; people will work hard for higher pay. This approach leads to the development of incentive pay system in which people were paid for the quantity and quality of their work out puts (Taylor, 1911).

2.5.2.2. Human Relations Approach

The economic man was gradually replaced by more sociable employee in manager's minds. Beginning with the land mark Hawthorne studies at a western electric plant, non economic rewards, such as congenial (similar) work groups that meet social needs, seemed more important than money as a motivator of work behavior. For the first time workers were studied as people, and the concepts of social man was born (Daft and marcic, 2007).

2.5.2.3. Human Resource Approach

Human resource approach carries the concepts of economic man and social man further to introduce the **concepts of the whole person**. Human resource theory suggests that employees are complex and motivated by many factors. Proponents of human resource approach believed that earlier approaches had tried to manipulate employees through economic and social rewards, by assuming employees are competent and able to make major contributions and managers can enhance organizational performance. This approach laid the ground for contemporary approach on employee motivation (Daft and marcic, 2007).

2.5.2.4. Contemporary approach

The contemporary approach to employee motivation is dominated by three types of theories:

Content Theories of Motivation: Stresses on the analysis of underlying human needs, provide insight in to the need of people in organizations and help managers understand how needs satisfy in the work place.

Process Theories of Motivation: Concern the thought processes that influence behavior. They focus on how employees seek rewards in work circumstance.

Reinforcement Theory: Focuses on employee learning of desired work behavior (Daft and marcic, 2007).

Even though all the above theories will be important to this research, the researcher takes the content theories of motivation, since these theories will be relevant to this research focus area. Content Perspectives of Motivation consists of five theories like: Maslow's Hierarchy of Needs, Aldefer's ERG Theory, McGregory's Theory X and Theory Y, Herzberg's Two-Factor Theory, McClelland's Achievement, Power, and Affiliation Needs.

2.5.2.4.1. Maslow's Hierarchy of Needs

Maslow's conceptualization of needs is represented by a triangle with five levels which he called the Hierarchy of Needs. Maslow stated that lower level needs must be satisfied before the next higher level. When people satisfy the first level, they will go the next level. Maslow's five general types of motivating needs in order of ascendance as follows:

Physiological Needs: These are the most basic human physical needs. They consist of needs for oxygen, food, water, and a relatively constant body temperature. In the organizational settings, these are reflected in the need for adequate heat, air, and base salary to ensure survival. They are the strongest needs because if a person were deprived of all needs, the physiological ones would come first in the person's search for satisfaction (Maslow, 1954).

Safety Needs: When all physiological needs are satisfied and are no longer controlling thoughts and behaviors, the needs for security can become active. There is the need for safe and secure physical and emotional environment and freedom from threats, that is, for freedom from violence. In an organizational work place, safety needs reflect the need for safe jobs, fringe benefit (extra or compensation) and job security (Maslow, 1954).

Belongingness Needs: When the needs for safety and for physiological well-being are satisfied, the next class of needs for love, affection and belongingness can emerge. Maslow (1954) states that people seek to overcome feelings of loneliness and alienation. This involves both giving and receiving love, affection and the sense of belonging. This need reflects the desire accepted by one's peers, have friendships, be part of a group and be loved. In organizations this needs reflect the desire for good relationships with coworkers, participation in a work group and positive relationship with supervisors.

Needs for Esteem: When the first three classes of needs are satisfied, the needs for esteem can become dominant. These involve needs for both self-esteem and for the esteem a person gets from others. Humans have a need for a stable, firmly based, high level of self-respect, and respect from others. When these needs are satisfied, the person feels self-confident and valuable as a person in the world. When these needs are frustrated, the person feels inferior, weak, helpless and worthless (Maslow (1954).

Within organizations esteem needs reflect a motivation for recognition, an increase in responsibility, high status, and credit for contribution to the organization.

Needs for Self-Actualization: When all of the foregoing needs are satisfied, then and only then are the needs for self-actualization activated. Maslow (1954) describes self-actualization as a person's need to be and do that which the person was born to do. These needs make themselves felt in signs of restlessness. The person feels on edge, tense, lacking something, in short, restless. If a person is hungry, unsafe, not loved or accepted, or lacking self-esteem, it is very easy to know what the person is restless

about. It is not always clear what a person wants when there is a need for self-actualization. They concern one's full potential, increasing one's competence and becoming a better person. It can met in the organization by providing people with opportunities to grow, be creative and acquire training for challenging assignments and advancement.

Assumptions of Maslow's Hierarchy

Individuals cannot move to the next higher level until all needs at the current (lower) level are satisfied. Individuals therefore must move up the hierarchy in order

Maslow Application: A homeless person will not be motivated to meditate!

Weakness of Theory

Five levels of need are not always present; order is not always the same and cultural differences are not considered in this theory.

2.5.2.4.2. Alderfer's ERG Theory

This theory proposed a modification of Maslow's theory in an effort to simplify it and respond to criticisms of its lack of empirical verification. Alderfer (1969) found there are three groups of core needs: existence, relatedness, and growth. It was called ERG theory. The existence group is concerned about providing the basic material (Physiological). The relatedness group is concerned about personal relationships (How an individual relates to his or her social environment) and the last group is growth needs (achievement and self actualization). It is concerned about intrinsic desire for personal development. It is similar to Maslow's hierarchy of needs in many ways.

Although there are similarities, there are two important differences. According to, Alderfer's (1969) sometimes multiple needs could also be operating as motivators. Second, differing from Maslow's to start at the lower level first; sometimes people need the higher level before the lower level. It depends on each situation and each situation is different (Wren, 1995).

2.5.2.4.3. McGregor's Theory X and Theory Y

Jerris (1999) reviewed McGregor's (1960) theory which investigated managers' and supervisors' attitudes toward employees, and effects on workplace motivation.

Theory X: Assumes that workers have little ambition, dislike work, avoid responsibility, and require close supervision. Theory Y: Assumes that workers can exercise self-direction, desire responsibility, and like to work. Motivation is maximized by participative decision making, interesting jobs, and good group relations.

The Theory X and Theory Y are different from basic assumptions regarding human needs and behavior. Understanding people's needs and behavior then becomes an important skill all managers need to develop.

2.5.2.4.4. Herzberg's Motivation-Hygiene Theory

To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment cause satisfaction or dissatisfaction. Herzberg found that the factors causing job satisfaction (and presumably motivation) were different from that causing job dissatisfaction. He developed the motivation-hygiene theory to explain these results. He called the satisfiers motivators and the dissatisfies hygiene factors, using the term "hygiene" in the sense that they are considered maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction. The following table presents the top six factors causing dissatisfaction and the top six factors causing satisfaction, listed in the order of higher to lower importance.

Factors Affecting Job Attitudes

| Leading to dissatisfaction (Hygiene factors) | Leading to satisfaction (Motivators) |
|--|--------------------------------------|
| ❖ Company policy | ❖ Achievement |
| ❖ Supervision | ❖ Recognition |
| ❖ Relationship with boss | ❖ Work itself |
| ❖ Work conditions | ❖ Responsibility |
| ❖ Salary | ❖ Advancement |
| ❖ Relationship with peers | ❖ Growth |

According to Herzberg (1968) there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow. There is dissatisfaction or no dissatisfaction is not part of the work itself, but rather, are external factors. Herzberg often referred to these hygiene factors as "KITA" factors,

where KITA is an acronym for Kick In The A.... the process of providing incentives or a threat of punishment to cause someone to do something. Herzberg argues that these provide only short-run success because the motivator factors that determine whether there is satisfaction or no satisfaction are intrinsic to the job itself, and do not result from carrot and stick incentives.

According to Herzberg:

- ❖ The job should have sufficient challenge to utilize the full ability of the employee.
- ❖ Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility.
- ❖ If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem (Herzberg, 1968).

Critics of Herzberg's theory argue that the two-factor result is observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not necessarily imply a high level of motivation or productivity. Herzberg's theory has been broadly read and despite its weaknesses its enduring value is that it recognizes that true motivation comes from within a person and not from KITA factors (Herzberg, 1959)

(Wong, Siu and Tsang, 1999) Balmer and Baum (1993) applied Herzberg's theories to the area of hotel guest satisfaction in Cyprus. They argued that Herzberg's theory is more applicable and relevant than Maslow's, in view of changes in customer expectations and the concept of quality. This research will also apply these motivational theories in Ethio telecom, since it can see all perspective of employee's motivation factors internally as well as externally.

Herzberg theory was developed based on Maslow's theory. Herzberg hygiene factors and Maslow's physiological needs are similar, since they focus on the basic human needs. Herzberg motivation and Maslow's psychological needs are similar, since these variables are focused on the intrinsic motivators. Herzberg argued that there are two distinct human needs. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow. These two theories have also many differences: Herzberg's

motivation hygiene theory categorized them in two but the Maslow's need theory has categorized them in to five different variables. In case of Herzberg there is no rank in satisfying the needs. He/she can have a need to get these two variables at the sometime.

2.5.2.4.5. McClelland's Needs Theory

There are three major acquired needs:

Need for Achievement: The drive to excel and succeed: The desire to do something better or more efficiently, to solve problems, or to master complex tasks.

Need for Power: The need to influence the behavior of others: The desire to control others, influences their behavior, and to be responsible for others.

Need of Affiliation: The desire for interpersonal relationships: The desire to establish and maintain friendly and warm relations with others.

This theory is similar with the Maslow's theory except that, it ignores the lower level need that is the physiological needs or the basic need that human beings cannot live without it. It focuses on the Maslow's psychological needs.

2.6. The Effects of Organizational Culture on Employee Motivation

Managers and employees do not behave in a value-free vacuum; they are governed, directed and tempered by the organizations culture (Brown, 1998). The frame work of martin (1992) and Goffee and Jones (1996) show that strong culture where employee's values are aligned to the values of the organization.

Smrita, Ajay, Nisha, and Rajul (2010) conduct a research on the impacts of work culture on motivation level of employees in public sector companies in India and they found that, there exists a negative and significant correlation between autocratic culture and motivation, followed by a positive and significant correlation between technocratic culture and motivation and from their application of stepwise regression analysis they found that different type of culture contributes significantly towards the motivation level of the employees at the managerial level, working in public sector manufacturing organizations. There are significant correlation between organizational culture and motivation. Employees become motivated if they get proper recognition, incentive, leadership/expert influence, group cohesiveness, guidance, future orientation, individualism and power parity (Bandana, 2011 p 323). It is also found out that Individualistic, achievement and affiliation plays vital role in motivation.

Helou & Viitala (2007) concludes that culture does influence motivational practices. How culture affects depends whether the culture is task-orientated or person-orientated. They found that the person-oriented culture emphasizes the use of innovative motivational practices, with the aim of developing individuals and their work. These innovative practices result mostly in a high amount of freedom and entrepreneurship spirit that facilitate innovation and creativity. The task-oriented culture promotes the use of traditional motivational tools. The fact that the corporate cultures are a mix of cultures explains the use of both types of motivational practices.

Different researchers studied on the effects of organizational culture in different variables like: the effects of organizational culture in employee commitment, satisfaction, performance and motivation etc. This research is focused on the effects of organizational culture on employee motivation, since motivation is the starting point for commitment and performance of employees. If employees are motivated we can expect that they can be performed well and will become committed. As I have mentioned above organizational culture variables has taken from the Competing Value Framework which is developed by Cameron and Quinn and the motivational variables are taken from Herzberg (1968) two-factor theory or motivator-hygiene theory variables. None of the above researchers has taken these two variables similarly. But, these cultural variables and motivational variables can see the whole activities of the organization in terms of culture and motivation respectively.

2.7. Conclusion

Review of literature was conducted with the objective of highlighting the vital aspects of organizational culture and employee motivation to emphasize the importance of organizational culture to any organization, as well as bring out the fact that it is a crucial ingredient for employee motivation. Organizational culture forms an integral part of any business enterprise and if we use properly, it can be the catalyst that pushes an organization to greater performance. It is created by various means like stories, customs, symbols, routines, or by the founding leader of the organization. There are various types of culture in different organizations, clan culture, adhocracy culture, market culture and hierarchy culture can be maintained by reinforcing certain practices, rituals or ceremonies. Organizational culture may differ from organization to organization, but it has to be driven by the people of that particular organization. Management creates the boundaries to the organizations culture but the people on the ground make a certain culture flourish or fail. It is clear, from the available literature, that giving attention to the employees need has an integral role in building and sustaining motivated employee. It is, therefore, importance that employees and employers have a solid relationship to build up on the need of each other. Intrinsic motivators are important in building employee motivation and extrinsic motivators help to strengthen the employee's motivation to the company. Employees must feel a sense of belonging to the organization, their job must provide a sense of excitement, and they must have confidence in management if they are to remain motivated to achieve the goal of the organization.

CHAPTER THREE

3. Methods of the Study

3.1. Research design

To facilitate the explanation of the prevailing cultural type and its effects on motivating ET employees, the researcher employed quantitative research, so as to get information from many participants and used qualitative like observation and interview to develop research problems. Participants were asked to fill the existing culture type one up to four from the most dominant one to the least dominant one to each question in each of the four culture type that are clan, adhocracy, market and hierarchy. In addition to that participants were asked to fill the preferred culture type one up to four from the most preferred alternative to the least preferred alternative which is developed by Cameron and Quinn (1999). Participants also filled the motivation level by using the Herzberg (1968) Two-Factor theory or Motivator-Hygiene theory variables by giving alternative to select from highly agree to highly disagree.

3.2. Sample and Sampling Techniques

Ethio-telecom has 2550 employees in Addis Ababa and from the total employees 315 employees were managers (supervisory and above level) and 2235 were experts. Employees who are working at security and driving were not included in this population since their most educational background were below grade ten and by assuming that they will not clearly understand the questionnaire. The researcher selected a sample size of 255 employees. The respondents were management and expert levels. They were selected differently because the effects of organizational culture on employee motivation are expected to be different between the management and the expert level. The respondents were selected proportionate to the given population, so that 32 (10%) respondents have been selected above supervisory level and the remaining 223 (10%) respondents has been selected from experts level. Five questionnaires did not return by the expert level and two questionnaires did not return from management level. Finally the questionnaire was distributed using probability sampling technique which was simple random sampling technique to each managerial and expert level. This method was selected, since the actions and activities of the

organization expected to influence the employees of the organization found in the same categories similarly.

3.3. Source and Tools/Instruments of Data Collection

Survey method was the strategy of the research to achieve a maximum outreach, using secondary and primarily sources. The secondary data is books, articles or journals from the library and from websites. The primary data of the research was questionnaire and observation of the researcher. The data consists of the perceptions of respondents gathered through personally administered survey questionnaire. The study has tried to investigate the relationship and effects between organizational cultures and employee motivation in ET. The researcher has taken as organizational culture variables: (1) clan (2) adhocracy (3) market (4) hierarchy. These variables will be seen in six dimensions like: (1) dominant characteristics (2) organizational leadership (3) management of employees (4) organization glue (5) strategic emphases (6) criteria of success. These variables are taken from the CVF of the organizational culture assessment instrument' (OCAI) developed by (Cameron and Quinn, 1999). CVF of organizational culture diagnosis is one of the most commonly used and validated frameworks; it can see the culture of the organization comprehensively. The motivation level of the participants was also asked using the Herzberg (1968) Two-Factor theory variables. These variables can see all the dimensions of the factors that motivates employee in the organization.

3.4. Procedures of Data Collection

First, the researcher informed to the respondents that, the utilization of the data is confidential and it is used only for academic purpose. Before distributing the whole questionnaire pilot test was conducted on few respondents to get or understand further comments on the designed questionnaire. After that the questionnaire was distributed to all respondents by the researcher himself and was given three days to fill the entire questionnaire. The researcher has given his personal contact address to support respondents for any difficulty when they fill the questionnaire. After three days the researcher collected, and checked its completeness immediately and the researcher contacted again to respondents that fall to fill properly. Distribution and collection of the questionnaire was taken two weeks. The researcher performed data entry parallel with the data collection process.

3.5. Research Validity and Reliability

In general, research quality and trustworthiness are determined by the reliability and validity of the research. The reliability of a scale indicates how free it is from random error. This research is reliable in that the researcher contacted and communicated personally to each individual on how to fill the questionnaire and allowed the respondents to call the researcher for any difficulty by giving phone number of the researcher. The researcher conducted pilot test to make the questionnaire more accurate and to get feedback before distributing it to all respondents.

The validity of a scale refers to the degree to which it measures what it is supposed to measure. The researcher used empirically validated framework which means that it has tested by many researchers previously because the validation of a scale involves the collection of empirical evidence concerning its use and the samples taken have good enough to represent the population since the samples was taken based on 95% confidence interval.

3.6. Methods of Data Analysis

To analyze the data the researcher employed descriptive statistics like frequencies by using Tables and Diagrams and inferential statistics like Pearson correlation and regression analysis (standard multiple regression). The researcher used SPSS version 17 and 20 to perform all the analysis of the organizational culture variables that is clan, adhocracy, market and hierarchy and the motivational variables taken from Herzberg (1968) Two-Factor theory.

CHAPTER FOUR

4. Discussion and Analysis

4.1. Introduction

The statistical techniques that were outlined in chapter three will be applied to the data, and the results obtained in this chapter.

The first part of the questionnaire deals with the biographical information of the respondents and the following table illustrates the responses for all biographical questions from both manager as well as expert employees separately.

4.2. Section 1: Biographical Information

Table 4.1: Respondents Biographical Information

| Background Information | Position | | | |
|--------------------------------|-----------|---------|-----------|---------|
| | Manager | | Expert | |
| 1. Sex | Frequency | Percent | Frequency | Percent |
| Male | 19 | 63.3 | 162 | 70 |
| Female | 11 | 36.7 | 65 | 30 |
| Total | 30 | 100 | 217 | 100 |
| 2. Age | Frequency | Percent | Frequency | Percent |
| 18-23 | 0 | 0 | 2 | 9 |
| 24-28 | 18 | 60 | 121 | 55.8 |
| 29-40 | 12 | 40 | 92 | 42.4 |
| 41 and above | 0 | 0 | 2 | .9 |
| Total | 30 | 100% | 217 | 100.0 |
| 3. Educational Level | Frequency | Percent | Frequency | Percent |
| Diploma/ Certificate and below | 0 | 0 | 31 | 14.3 |
| Degree | 22 | 73.3 | 169 | 77.9 |
| post graduate degree | 8 | 26.7 | 17 | 7.8 |
| Total | 30 | 100 | 217 | 100.0 |
| 4. Service year | Frequency | Percent | Frequency | Percent |
| Less than 4 years | 0 | 0 | 24 | 11.1 |
| 4-6 years | 10 | 33.3 | 82 | 37.8 |
| 7 and above years | 20 | 66.7 | 111 | 51.2 |
| Total | 30 | 100 | 217 | 100.0 |

The above Table 4.1 illustrates that majority (70% and 63.3%) manager and expert respondents respectively are males and the remaining 30% and 36.7% are females respectively. This illustrates that female employees are fewer than male. One can say that, sex is not proportionate in ET, these gaps can minimize by encouraging or giving priorities to female, when ET hires new employees. This can support to create equitable distribution in sex and it can help to bring suitable environment at ET.

The corporation has a fairly young workforce, in both the manager and expert respondents, with the majority of them being between the ages of 24-28 (60% and 55.8%) respectively, while 40% and 42.4% are between the age of 29-40 for both positions respectively, a small number 2 (0.9%) of the expert respondents between the age of 18-23 and the remaining 2 (0.9%) of the employees age are 41 and above. Majority (73.3% and 77%) of the employees, both from manager and expert respondents are degree holders respectively, while 26.7% and 7.8% respectively studied post graduate degree and the remaining 14.3% expert respondents are diploma/certificate or below. From this figure, we can understand that the corporation have qualified work force in both positions. This may help to facilitate easier communication and it is good for the quality of the result.

Most (66.7% and 51.2%) of the manager and expert respondents respectively with the corporation for seven and above years and 37.8% and 33.3% of the manager and expert respondents respectively from 4-6 years, while the remaining 11.1% of expert respondents have been with the corporation less than 4 years. As the majority of the respondents have served long time, this might help them to have good know how of the culture of the corporation and might help to give right answer to the prepared questionnaire

4.3. Section 2: Organizational Culture

Table 4.2: Average Existing and Preferred Organizational Culture

| Culture Type | Existing Culture | | | Preferred Culture | | |
|--------------|------------------|--------|------------------|-------------------|--------|------------------|
| | Mean | | Dominant culture | Mean | | |
| | Manager | Expert | | manager | Expert | Dominant culture |
| Clan | 1.70 | 1.76 | | 3.10 | 2.98 | |
| Adhocracy | 1.80 | 2.04 | | 3.47 | 3.47 | Adhocracy |
| Market | 2.97 | 2.73 | | 1.67 | 1.61 | |
| Hierarchy | 3.47 | 3.46 | Hierarchy | 1.77 | 1.93 | |

Table 4.2 illustrates the mean score of the existing and preferred organizational cultures at the selected corporation. The minimum mean score is one and the maximum mean

score is four. These mean score indicates the average result of respondents in each of the four existing and preferred organizational culture of the corporation. In the existing and preferred culture, dominant scale is identified as the scale with the higher score. Table 4.2 shows the maximum mean score for managers 3.47 and the maximum mean score for expert employees 3.46, indicating almost similar results from both respondents. These illustrate that the hierarchy culture is the dominant existing organizational culture prevailed within ET.

The second most dominant existing culture according to the respondents from managers is market culture with the mean score of 2.97 and the second most dominant culture for expert respondents is also market culture with a mean score of 2.73. This shows that market culture is the second most dominant existing organizational culture of the corporation.

The third dominant existing organizational culture of ET according to the manager as well as expert respondents is adhocracy with a mean score of 1.80 and 2.04 respectively.

The least dominant existing organizational culture of ET is Clan, since both the manager and expert respondents rating the mean score of 1.70 and 1.76 respectively.

The above table 4.2 shows that the dominant preferred organizational culture for both respondents is adhocracy culture with the mean score of 3.47, and the second most dominant culture is clan with a man score of 2.98 and 3.10 for both manager and expert respondents respectively. The third preferred organizational culture is hierarchy culture with a mean score of 1.77 and 1.93 for manager and expert respondents respectively and the least preferred organizational culture is market culture with a mean score of 1.67 and 1.61 for both manager and expert respondents respectively.

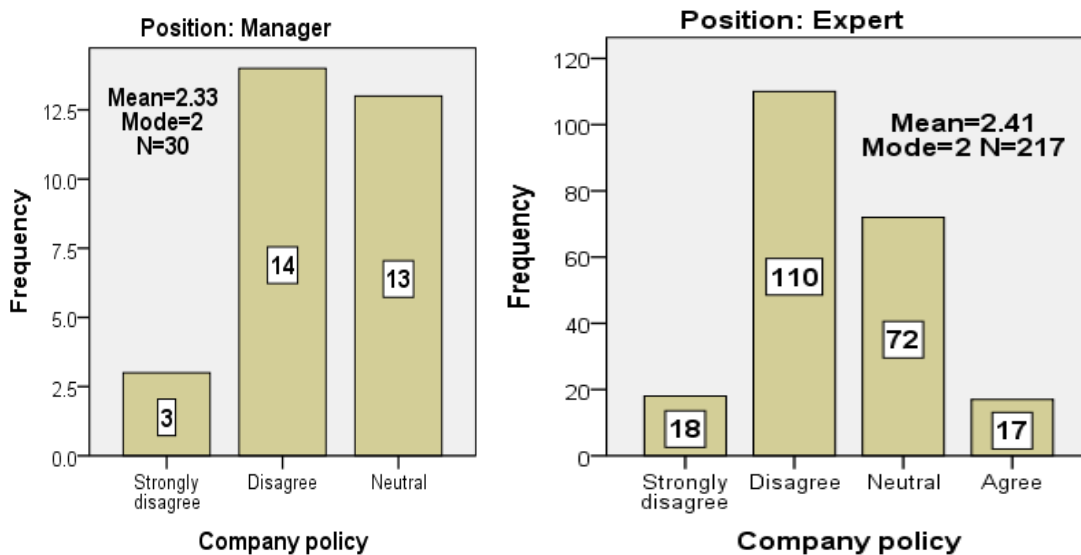
From this finding we can understand that the existing and preferred organizational culture is mismatched. Currently the corporation's most dominant existing organizational culture is hierarchy and the second dominant existing organizational culture is market, in contrast the most desirable organizational culture, which according to the respondents is adhocracy and the second is clan. This indicates a misalignment between what is perceived to exist and what is desired.

As I have mentioned in the problem statement, there is high turnover at ET, this might be due to the misalignment of the existing and preferred organizational culture.

4.4. Section 3: Employee Motivation

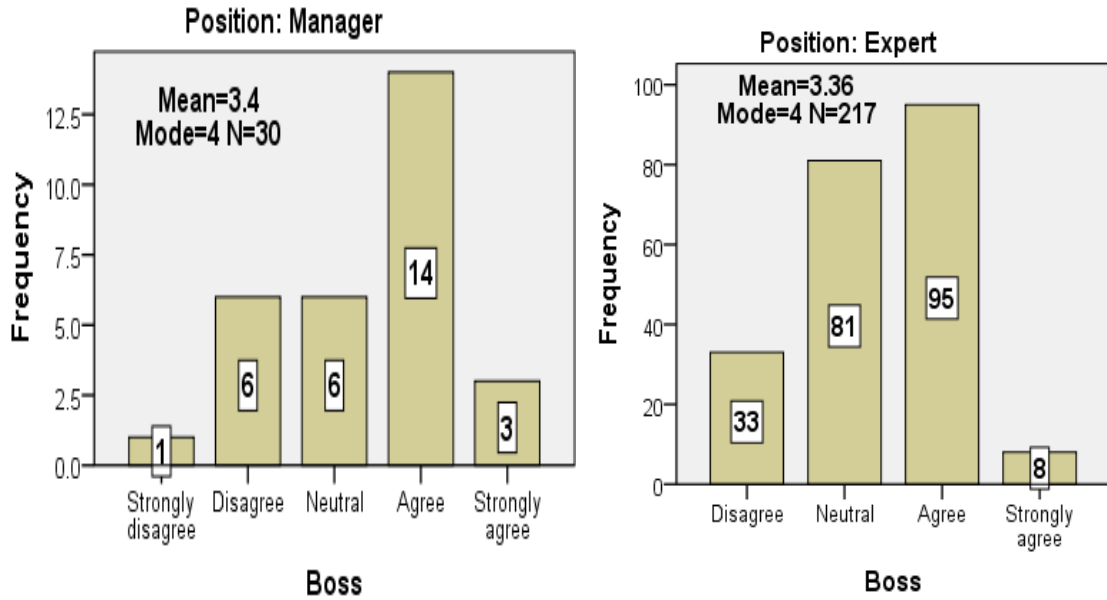
To compare the motivation level of manager and expert respondents the mean and mode scores are used. When the mode score difference between the two group of respondents is two and above, it will be considered as, very high difference in motivation level of the two groups and when their mode difference is one we will consider as medium and if the mode is the same, we will consider as no difference in motivation level of the two groups.

Diagram 4.1: Company Policy



As one can see from this Diagram, most of the manager and expert respondents 14 and 110 (46.67% and (50.69%) respectively disagree to corporation policies clarity and fairness, while 13 and 72 (43.33% and 33.18) of manager and expert respondents are neutral, the remaining 3 (10%) of the respondents from managers strongly disagree, 17 (7.83%) respondents from experts agree and the remaining of them 18 (8.29%) strongly disagree. finally, no manager or expert respondents strongly agree and no expert respondents agree to the given question. The mean score for manager and expert respondents are 2.33 and 2.41 respectively and the mode is 2 for both respondents. From this diagram, one can understand that, majority of both respondents are not agree to Ethio Telecom (ET) policy fairness and clarity. Both of them have considered as the same motivation level on the company policy of ET.

Diagram 4.2: Boss



This Diagram illustrate that, majority of the respondents, 14 and 95 (46.67% and 43.78%) from both manager and expert respondents respectively agree that, their boss teats with respect and dignity, encouraging them to find new and better way of doing things, while 6 and 81 (20% and 37.78%) of manager and expert respondents respectively are neutral, 6 and 33 (20% and 15.20%) manager and expert respondents respectively disagree. Finally, 3 and 8 (10% and 3.69%) of the respondents from manager and expert respectively strongly agree and the remaining 1 (3.33%) of respondent from managers are strongly disagree and no expert respondents strongly disagree to the question. Generally, the mean score are 3.4 and 3.36 for both manager and expert respondents respectively and mode is recorded as 4 for both respondents. From this result we can say that both categories of respondents are motivated by their boss.

The advantage of getting respect and dignity from their boss can help employees to perform quality tasks by their own initiation. The environment of the company becomes very conducive, and employee's mood becomes good, due to this they will able to treat customers properly. These will help to increase customer satisfaction; current customer satisfaction will lead to attract the potential customers to buy goods and services of ET.

Diagram 4.3: Working Condition



As one can see from the Diagram 4.3, most of 13 and 92 (43.33% and 42.40%) manager and expert respondents respectively agree that the working condition is safe, clean and hygienic. It maintained an equipped and healthy working environment, 7 and 46 (23.33% and 21.20%) of manager and expert respondents respectively are neutral by the working condition of ET, while 6 and 59 (20% and 27.19 %) of manager and expert respondents respectively disagree, and 2 and 8 (6.67% and 3.69%) of manager and expert respondents respectively strongly agree and the remaining 2 and 12 (6.67% and 5.53%) of the manager and expert respondents respectively strongly disagree about the working condition of ET. The average or mean score of manager and expert respondents 3.23 and 3.12 and the mode is 4 respectively. From this result one can understand that both respondents are almost motivated by the working condition of ET, both manager and expert respondents considered same motivation level on work condition of ET.

Diagram 4.4: The current work (work itself)

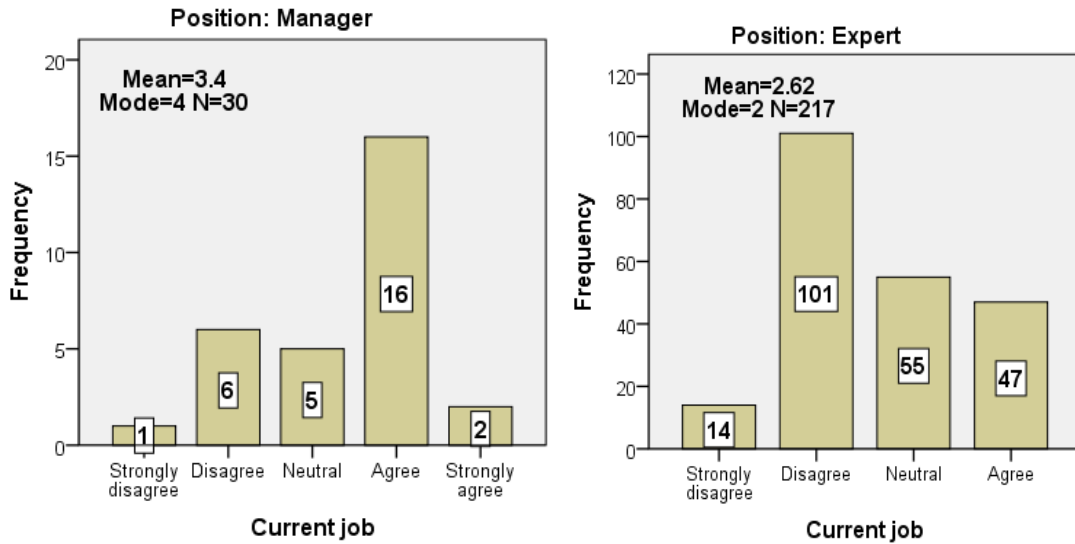


Diagram 4.4 illustrate that, majority of 16 (53.33%) of manager respondents agree that, the current job allowed them to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things, similarly 47 (21.66%) of expert respondents agree, in contrast 6 (20%) of manager respondents disagree and majority 101 (46.54%) of expert respondents disagree to this question, while 5 and 55 (16.67% and 25.35%) of the manager and expert respondents respectively are neutral, 1 and 14 (3.33% and 6.45%) of manager and expert respondents respectively strongly disagree and 2 (6.67%) of manager respondents strongly agree. Finally no expert respondents strongly agree to their current job. As one can see from this Diagram, the mean score of manager and expert respondents 3.4 and 2.62 and the mode are 4 and 2 respectively. From this finding we can see that most manager respondents motivated by their current job, but most expert respondents did not motivated by their current job.

Diagram 4.5: Salary Structure

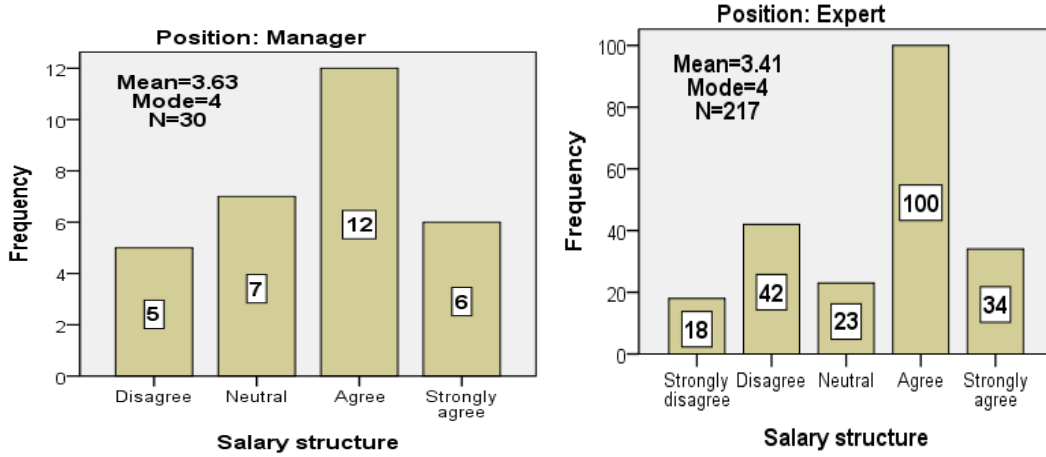
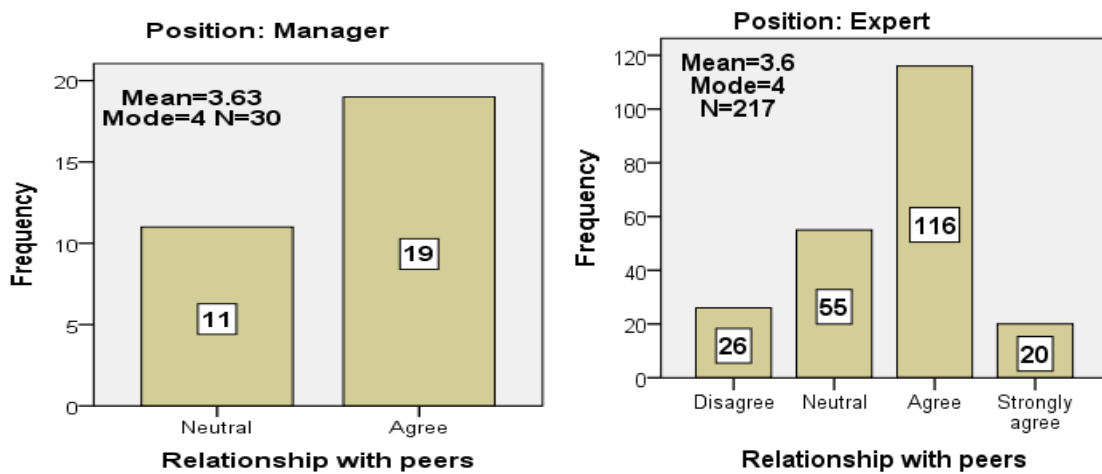


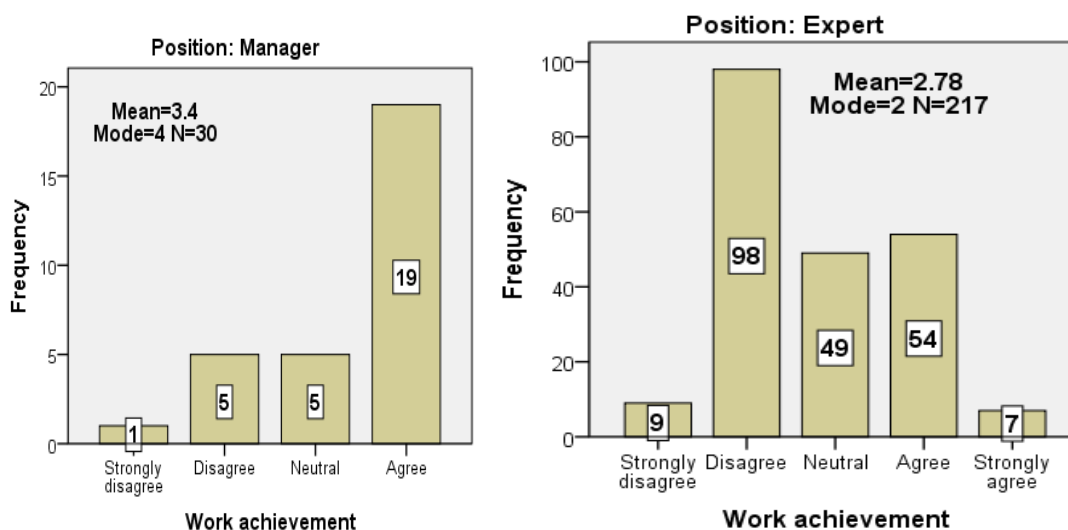
Diagram 4.5 illustrates that, majority 12 and 100 (40% and 46.08%) manager and expert respondents of ET agree that the pay or salary structure is appropriate and reasonable and it is competitive with other industries, while 7 and 23 (23.33 and 10.60%) of the manager and expert respondents respectively are neutral, 5 and 42 (16.67% and 19.35) of the manager and expert respondents disagree about their salary structure and 6 and 34 (20% and 15.67%) of the manager and expert respondents of ET respectively strongly agree and 18 (8.29%) of expert respondents strongly disagree on the salary structure of ET, on the other hand, no manager respondents strongly disagree to the question. The mean score for both respondents 3.63 and 3.41 and the mode is 4 to both manager and expert respondents respectively. This implies that majority of both manager and expert respondents agree to their salary structure.

Diagram 4.6: Relationship with Peers



The above Diagram 4.6 depicts that most of 19 and 116 (63.33% and 53.46%) manager and expert respondents respectively agree that, the relationship with their peers is appropriate and acceptable and there is no conflict or humiliation element, while 11 and 55 (36.67% and 25.35%) of the respondents from both managers and experts respectively are neutral, 26 (11.98%) of expert respondents disagree and 20 (9.22%) of them strongly agree to this question, but no manager or expert respondents strongly disagree and no manager respondents disagree and strongly disagree to the question. The mean score for both manager and expert respondents 3.63 and 3.6 respectively and the mode score are 4 for both respondents. Generally this implies that the employee's relationship is good and similar in motivation level of these two groups.

Diagram 4.7: Work Achievement

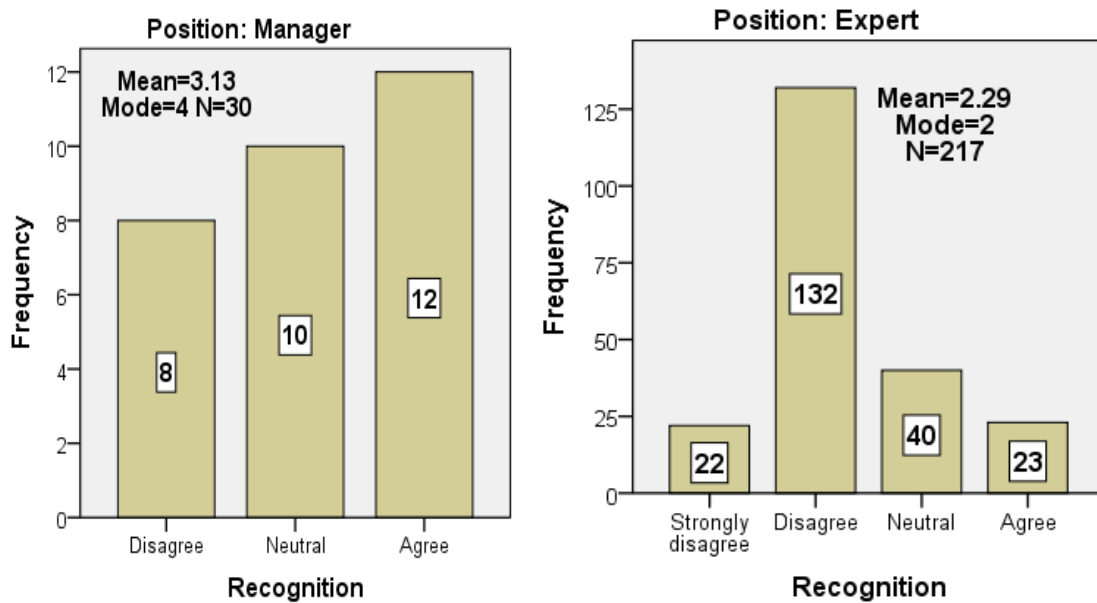


Majority 19 (63.33%) of the manager respondents agreed that they have sense of achievement in their work, they have received challenging targets and there is a fruit of some sort in their jobs and 54 (24.88%) of expert respondents agree, but majority 98 (45.16%) of expert respondents disagree with their work achievements at ET and 5 (16.67%) manager respondents disagree with this element, while 5 and 49 (16.675% and 22.58%) of the manager and expert respondents of ET are neutral, 1 and 9 (3.33% and 4.15%) of the manager and expert respondents respectively strongly disagree and the remaining 7 (3.23%) of expert respondents strongly agree. From this result no manager respondents strongly agree to the question. Manager and expert respondents mean score is 3.4 and 2.78 and the mode score is 4 and 2 respectively. Managers are

relatively, motivated than experts and one can conclude that experts did not motivated by their work achievements.

People want to succeed and overcome themselves and hence they just essentially want to achieve. They are motivated by doing challenging work and thus the motivation arises not from compensation or fringe benefits but from completion of a task and feel of achievement. People with high need for affiliation drive themselves toward harmonious relationships with other people. They need to feel accepted by other people and require significant personal interaction in their work. Power seekers emphasize the need to have social power and status over others.

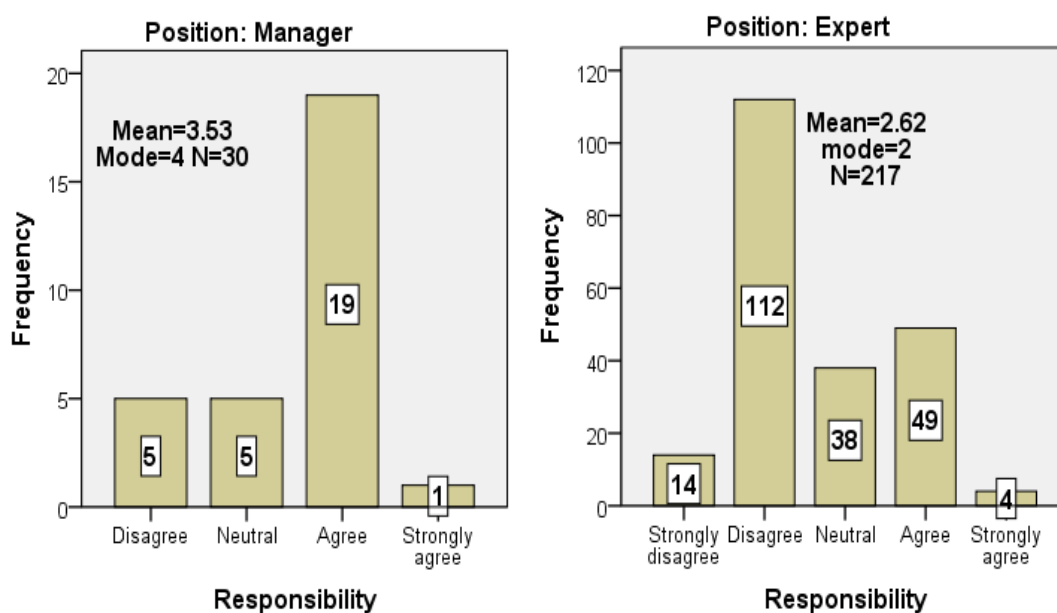
Diagram 4.8: Recognition



This Diagram 4.8 illustrates that, majority 12 (40%) of manager respondents agree that, there is praise and other signs of outward recognition for their achievements or accomplishments, similarly 23 (10.60%) of expert respondents agree that there is a sign of outward recognition. On the other hand 132 (60.83%) of respondents from expert do not agree to this idea and relatively small number of respondents 8 (26.67%) from managers also disagree while 10 and 40 (33.33% and 18.43%) of the manager and expert respondents respectively remained neutral to this question and 22 (10.60%) of expert respondents strongly disagree to recognition activities of ET, on the other hand no manager or expert respondents strongly agree and no manager respondents strongly disagree on the recognition activities of ET. The mean scores for manager and expert

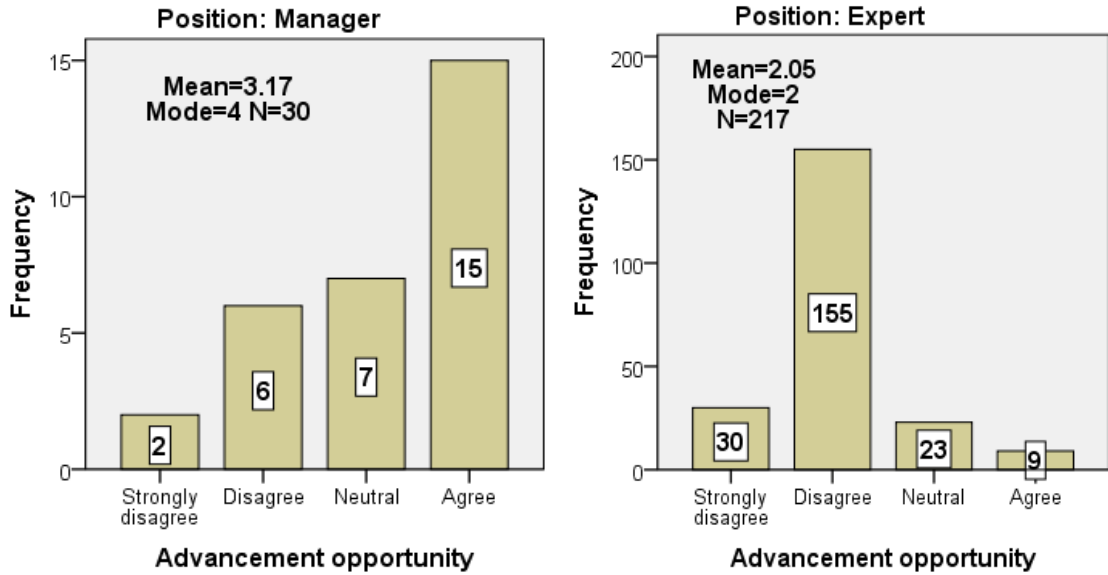
respondents are 3.13 and 2.29 respectively and the mode scores are 4 and 2 respectively. Here we can see that experts are not motivated by recognition activities of ET but managers were better motivated than experts in the presence of recognition at ET.

Diagram 4.9: Responsibility



Majority 19 (63.33%) of manager respondents agree that their responsibility is defined and clear and they have given due responsibilities at work to execute similarly. 49 (22.58%) of expert respondents agree, but the majority 112 (51.61%) of expert respondents and 5 (16.67%) of manager respondents do not agree, while 5 and 38 (16.67% and 17.51%) of the manager and expert respondents are neutral and small number 1 and 4 (3.33% and 1.84%) from both managers and experts respectively strongly agree to the question and 14 (6.45%) of the expert respondents strongly disagree. Finally, no manager respondents strongly disagree to the question. Manager and expert respondents mean score are 3.53 and 2.62 and the mode is 4 and 2 respectively. From this we can infer that ET managers have clear responsibility than experts. Experts are not motivated by their responsibilities, but managers relatively better motivated by their responsibilities.

Diagram 4.10: Advancement Opportunity



This Diagram 4.10 replied that, 15 (50%) of the manager respondents agree that, there are advancement opportunities to perform well and prepare for future positions or responsibilities similarly, very small number 9 (4.15%) expert respondents agree on the presence of advancement opportunity at ET. On the contrary, 155 (71.43%) of the expert respondents disagree with the advancement opportunities of ET similarly, 6 (20%) of managers respondents also disagree with advancement opportunities of ET, on the other hand, 7 and 23 (23.33% and 10.60%) of manager and expert respondents respectively are neutral and the remaining 2 and 30 (6.67% and 13.82%) of the manager and expert respondents strongly disagree to the given question. No respondent of managers or experts strongly agree on the advancement opportunity of ET. The mean scores for manager and expert respondents are 3.17 and 2.05 and the modes are 4 and 2 respectively. From this finding one can understand that managers more motivated by the advancement opportunities of ET than experts.

4.5. Section 4: Correlations

Pearson correlation coefficients (r) can only take on values from -1 to $+1$. The sign out the front indicates whether there is a positive correlation (as one variable increases, so too does the other) or a negative correlation (as one variable increases, the other decreases). A perfect correlation of 1 or -1 indicates that the value of one variable can be determined exactly by knowing the value on the other variable. A scatter plot of this relationship would show a straight line. On the other hand, a correlation of 0 indicates

no relationship between the two variables. A scatter plot would show a circle of points, with no pattern evident (Pallant, 2011).

The other method used in correlation analysis was statistical significance. The level of statistical significance does not indicate how strongly the two variables are associated, but instead it indicates how much confidence we should have in the results obtained. The significance of r is strongly influenced by the size of the sample. In a small sample (e.g. $n=30$), we may have moderate correlations that do not reach statistical significance at the traditional $p<.05$ level. In large samples ($N=100+$), however, very small correlations (e.g. $r=.2$) may reach statistical significance. To get an idea of how much variance your two variables share, we can also calculate what is referred to as the coefficient of determination. Sounds impressive, but all you need to do is square your r value (multiply it by itself) (Pallant, 2011).

The coefficient of variation will not be seen here due to lots of variables involved in this analysis.

Table 4.3: Relationship between organizational culture and employee motivation

| Position | Motivation Variables | ECC | EAC | EMC | EHC |
|----------|-------------------------|---------|---------|---------|--------|
| Managers | Company policy | -.195 | .641** | -.396* | .213 |
| | Boss | .348 | -.294 | -.086 | -.093 |
| | Working condition | .607** | -.284 | -.249 | -.184 |
| | Work itself | -.283 | .541** | -.425* | .385* |
| | Salary structure | .497** | -.102 | -.077 | .475** |
| | Relationship with peers | .618** | -.380* | -.042 | -.353 |
| | Achievement | -.461* | .606** | -.163 | .364* |
| | Recognition | -.535** | .600** | -.265 | .525** |
| | Responsibility | .063 | .228 | -.100 | -.034 |
| | Advancement opportunity | -.425* | .688** | -.275 | .347 |
| Experts | Company policy | -.101 | .688** | -.319** | -.090 |
| | Boss | .534** | -.197** | -.219** | -.079 |
| | Working condition | .757** | -.230** | -.362** | -.152* |
| | Work itself | -.045 | .530** | -.173* | -.132 |
| | Salary structure | .033 | .051 | .025 | -.041 |

| | | | | | |
|--|-------------------------|--------|---------|---------|---------|
| | Relationship with peers | .792** | -.243** | -.283** | -.240** |
| | Achievement | -.096 | .596** | -.234** | -.118 |
| | Recognition | -.075 | .618** | -.280** | -.085 |
| | Responsibility | .006 | .416** | -.208** | -.155* |
| | Advancement opportunity | .021 | .564** | -.267** | -.183** |

** . Correlation is significant at the 0.01 level (2-tailed)

* . Correlation is significant at the 0.05 level (2-tailed).

Cohen (1988, pp. 79–81) suggests the following guidelines on the strength of the relationship of variables: small $r=.10$ to $.29$, medium $r=.30$ to $.49$ and large $r=.50$ to 1.0 . These guidelines apply whether or not there is a negative sign out the front of your r value. This guide line was used in this research to decide the strength of the relationship of the two variables.

4.5.1. Organizational culture and employee motivation (for managers)

As indicated in Table 4.3, existing clan culture has positive and strong linear relationship with working condition and relationship with peers, since r -value is 0.607^{**} and 0.618^{**} respectively and it have medium relationship with salary structure since r -value is 0.497^{**} . It has statistically significant relationship with the above three variables because r - value falls within the significance levels. ECC has negative strong linear relationship with recognition and it has medium linear relationship with achievement and advancements, since r - value is -0.535^{**} , -0.461^* and -0.425^* respectively. Existing clan culture has statistically significant relationship with the above three variables. It has negative and small relationship with current work and company policy, since their r -value is -0.283 and -0.195 respectively, while boss and responsibility has positive and small relationship, having r - value of 0.348 and 0.063 respectively and these four variables are statistically not significant. This organizational culture type is perceived by the managers as least dominant culture of the organization, but it is preferred as the second dominant culture, due to this it has strong and significant relationship with most of the motivation variables.

From the output given above, the correlation between existing adhocracy culture with company policy, working condition, achievement, recognition and advancement opportunity has positive and strong relationship, with r – value = 0.641^{**} , 0.541^{**} , 0.606^{**} , 0.6^{**} and 0.688^{**} respectively. As you can see above, the correlations with this

variables is also statistically significant. It has negative and medium correlation with relationship with peers with r - value = -0.380^* and it is statistically significant. It has negative and small relationship with boss, working condition and salary structure because the r - value is -0.294 , -0.284 and -0.102 respectively and it is statistically not significant. Finally existing adhocracy culture has low and positive relationship with responsibility and their relationship is statistically not significant. Adhocracy culture is the third perceived existing culture of ET, but it is the dominant preferred organizational culture of ET, this is the reason that, most of the variables are shown strong and significant relationship with these types of organizational culture.

The above Table 4.3 illustrates that existing market culture has medium correlation with company policy and current work with r - value = 0.396^* and 0.425^* respectively, this shows that there is positive and medium relationship with this variables and they have significant relationship. existing market culture has negative, small and not significant relationship with boss, working condition, salary structure, and relationship with peers, achievement, recognition, responsibility and advancement since the r - value = -0.086 , -0.249 , -0.077 , -0.042 , -0.163 , -0.265 , -0.1 and -0.0275 respectively. These types of organizational culture is the second dominant existing culture of ET as perceived by respondents, but it is the least preferred culture of ET, due to this the relationship with most of the motivation variables are small and not significant.

Existing hierarchy culture and recognition have r - value of 0.525^{**} , and it shows strong, positive and statistically significant relationship between the variables. It has medium relationship with achievement, current work and advancement with r - value = 0.364^* , 0.385^* and 0.347^* respectively and this variables have statistically significant, while Existing hierarchy culture has low, positive and statistically not significant relationship with company policy, since r - value is 0.213 and it has negative and small relationship with boss, working condition and responsibility, since the r - value is -0.093 , -0.184 , and -0.034 respectively and the relationship is statistically not significant, on the other hand, It has negative and strong relationship with salary structure and relationship with peers with r - value = -0.475^* and -0.353 respectively and It has statistically significant with salary structure and statistically not significant with relationship with peers. Existing hierarchy culture is the most dominant existing culture perceived by respondents, but it

is the third preferred organizational culture of ET, due to this the relationship with the motivation variables are small and mostly not significant.

4.5.2. Organizational culture and employee motivation (for experts)

Existing clan culture has strong and positive linear relationship with boss, working condition and relationship with peers with r- value of 0.534^{**}, 0.757^{**} 0.792^{**} respectively and their relationship is statistically significant. The Table also depicts that company policy, current work, achievement and recognition has negative and small relationship with existing clan culture with the r- value of -0.101, -0.045, -0.096 and -0.075 respectively and their relationship is statistically not significant, on the contrary, salary structure, responsibility and advancement opportunity have positive and small linear relationship and statistically not significant with existing clan culture having r-value of 0.033, 0.006 and 0.021 respectively. This culture is the least perceived existing organizational culture of ET, but it is the second preferred culture of ET due to this, it has strong and significant relationship with some of the motivation variables.

The r-value of existing adhocracy culture and company policy, current work, achievement, recognition and advancement is 0.688^{**}, 0.530^{**}, 0.596^{**}, 0.618^{**}, and 0.564^{**} respectively. This shows that existing adhocracy culture has positive, strong and statistically significant relationship with these variables, in addition to this, it has positive, medium and statistically significant relationship with responsibility, because the r value is 0.416^{**}. It has negative and low linear relationship with relationship with peers, boss and working condition, since r- value= -0.243^{**}, -0.197^{**}, -0.230^{**} respectively, but they are statistically a significant. Finally it has small and positive linear relationship with salary structure because, $r = 0.051$ and It has statistically not significant with this variables. This organizational culture type is the third dominant existing culture perceived by expert respondent, but it is the most preferred culture of ET, due to this the relationship with most of the motivation variables are positive, strong and statistically significant.

Existing market culture has negative and small relationship with boss, current work, relationship with peers, achievement, recognition, responsibility and advancement opportunities, because r- value = -0.219^{**}, -0.173^{**}, -0.283^{**}, -.0234, -0.280^{**}, -0.208^{**}, -0.267^{**} respectively. It has statistically not significant with achievement, but with the remaining all variables it has statistically significant. Company policy and working

condition have negative and medium linear relationship with existing market culture, since r- value = -0.319** and -0.362** respectively and their relationship is statistically significant. Salary structure is positive and small relationship with existing market culture, since the r-value is 0.025 and it is statistically not significant. These types of organizational culture is the second dominant existing culture of ET as perceived by expert respondents, but it is the least preferred culture of ET, due to this, the relationship with most of the motivation variables is small and statistically not significant.

Finally this Table illustrates that; existing hierarchy culture has negative and small relationship with all employee motivation variables, because their r-value is -0.090, -0.079, -0.152*, -0.132, -0.041, -0.240**, -0.118, -0.085, -0.155** and -0.183* respectively. Working condition, relationship with peers, responsibility and advancement opportunity have statistically significant relationship with EHC and the remaining variables have statistically not significant. As one can see in the descriptive part of the research existing hierarchy culture is the dominant existing organizational culture of ET, but respondents were not happy with this kind of organizational culture and it is the third preferred organizational culture of the company, due to this the correlation of this variables became very small. It can be concluded that if the culture of the organization is conducive then employees will be motivated.

4.6. Section5: Standard Multiple Regression

We would use this approach if we have a set of variables (independent) and wanted to know how much variance in a dependent variable they are able to explain as a group or block. This approach would also tell you how much unique variance in the dependent variable each of the independent variables explained (Pallant, 2011).

Table 4.4: Model summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|------|----------|-------------------|----------------------------|
| 1 | .645 | .416 | .406 | .343 |

Table 4.5: ANOVA

| model | | Sum of squares | DF | Mean squares | F | Significance |
|-------|------------|----------------|-----|--------------|--------|-------------------|
| 1 | Regression | 20.220 | 4 | 5.055 | 43.070 | .000 ^a |
| | Residual | 28.402 | 242 | .117 | | |
| | total | 48.622 | 246 | | | |

Table 4.6: Coefficients

| M o d e l | | Un Standardize d coefficients | | Stand ardize d coeffi cients | | Sig. | 95% confidence interval for B | | correlations | | | Co linearity statistics | |
|-----------------------|------------|-------------------------------|-------------|------------------------------|-------|------|-------------------------------|--------------|--------------|----------|------|-------------------------|-------|
| | | B | Std . error | Beta | t | | Low er bound | Upp er bound | Zer o order | part ial | part | Tole ranc e | VI F |
| 1 | con stan t | 1.141 | .758 | - | 1.505 | .134 | -.352 | 2.633 | - | - | - | - | |
| | EC C | .388 | .082 | .499 | 4.756 | .000 | .227 | .549 | .334 | .292 | .234 | .219 | 4.566 |
| | EA C | .513 | .080 | .580 | 6.435 | .000 | .356 | .670 | .438 | .382 | .316 | .298 | 3.361 |
| | EM C | .007 | .082 | .010 | .086 | .932 | -.155 | .170 | -.393 | .006 | .004 | .178 | 5.616 |
| | EH C | .082 | .082 | .004 | .043 | .966 | -.158 | .165 | -.203 | .003 | .002 | .258 | 3.876 |

Dependent variable: Overall motivation

4.6.1. Checking Assumptions

The correlations between the variables in the model are provided in annex Table labeled Correlations. This helps to check the independent variables have at least some relationship with the dependent variable (multicollinearity). In this case, all of the scales existing clan culture (ECC), existing adhocracy culture (EAC), existing market culture (EMC) and existing hierarchy culture (EHC) correlate substantially with overall motivation (0.334, 0.438, -0.393 and -0.2 respectively). These variables are not violated the assumption of multicollinearity. Pallant, p 158: (2011) said that you probably don't

want to include two variables with a bivariate correlation of 0.7 or more in the same analysis. Here the correlation is less than .7; therefore all variables will be retained.

SPSS also performs 'collinearity diagnostics' on variables as part of the multiple regression procedure. This can pick up on problems with multicollinearity that may not be evident in the correlation matrix. The results are presented in the Table six labeled Coefficients. Two values are given: Tolerance and VIF. Tolerance is an indicator of how much of the variability of the specified independent is not explained by the other independent variables in the model. If this value is very small (less than .10) it indicates that the multiple correlation with other variables is high, suggesting the possibility of multicollinearity. The other value given is the VIF (Variance inflation factor), which is just the inverse of the Tolerance value (1 divided by Tolerance). VIF values above 10 would be a concern here, indicating multicollinearity (Pallant, 2011).

As you can see in Table five the tolerance value for each independent variable is 0.219, 0.298, 0.178 and 0.258 which is not less than .10; therefore, we have not violated the multicollinearity assumption. This is also supported by the VIF value, which is 4.566, 3.361, 5.616 and 3.876 which is well below the cut-off of 10.

The other assumptions can be checked, is by inspecting the normal probability plot (P-P) of the regression standardized residual and the scatter plot that were requested as part of the analysis. These are presented at the end of the annex standard multiple regression output. In the Normal P-P plot, the points are laid in a reasonably straight diagonal line from bottom left to top right. This would suggest no major deviations from normality. In the scatter plot of the standardized residuals (the second plot displayed) as you can see the residuals are roughly rectangular distributed, with most of the scores concentrated in the centre (along the 0 point). Deviations from a centralized rectangle suggest some violation of the assumptions, but here it is not deviated.

The presence of outliers can also be detected from the scatter plot. Tabachnick and Fidell (2007) define outliers as cases that have a standardized residual (as displayed in the scatter plot) of more than 3.3 or less than -3.3. With large samples, it is not uncommon to find a number of outlying residuals. If we find only a few, it may not be necessary to take any action. As one can see from the annex Table labeled by residual statistics, the maximum residual is 3.001 with is not violated this assumption.

The other information in the output concerning unusual cases is in the annexed table titled case wise diagnostics. This presents information about cases that have standardized residual values above 3.0 or below -3.0. In a normally distributed sample, we would expect only 1 per cent of cases to fall outside this range. In this sample, we have found one case (case number 24) with a residual value of 3.001.

To check whether this strange case is having any undue influence on the results for the model as a whole, we can check the value for cook's distance given towards the bottom of the residuals statistics annexed table. According to Tabachnick and Fidell (2007, p. 75) cases with values larger than 1 are a potential problem. As one can indicate in the Table the maximum value for cook's distances is 0.229, suggesting no major problems. This implies that case number 24 (respondent) results will not affect the predicting ability of the variables, so we don't need to remove the case number.

If we obtain a maximum value above 1 we will need to go back to our data file and sort cases by the new variable that SPSS created at the end of our file (Cook's Distance). By checking each of the cases with values above 1- we may need to consider removing the offending case(s).

4.6.2. Evaluating the Model

After looking Table four denoted by model summary box, we can check the value given under the heading R square. This tells as how much of the variance in the dependent variable (overall motivation) is explained by the model (which includes the independent variables of ECC, EAC, EMC and EC). In this case, the value is 0.416. This value should be expressed as a percentage (multiply by 100, by shifting the decimal point two places to the right); this means that the Model (which includes ECC, EAC, EMC and EC) explains 41.6 per cent of the variance in overall motivation.

We will notice an adjusted R square value in the output. When a small sample is involved, the R square value in the sample tends to be a rather optimistic overestimation of the true value in the population The adjusted R square statistic 'corrects' this value to provide a better estimate of the true population value. If we have a small sample we may wish to consider reporting this value, rather than the normal R square value (Tabachnick & Fidell, 2007). To assess the statistical significance of the result, it is necessary to look in table five labeled ANOVA. The model in this research reaches

statistical significance (Significance = .000). This implies that the predicting ability and probability of the independent variables to the dependent variable is high.

4.6.3. Evaluating Each of the Independent Variables

The next thing we want to know is which of the variables (individual variables) included in the model contributed to the prediction of the dependent variable. We find this information in Table six of the output box labeled by coefficients, when we look in the column labeled beta under standardized coefficients. To compare the different variables it is important that we look at the standardized coefficients, not the unstandardized ones. Standardized means that, values for each of the different variables have been converted to the same scale so that we can compare them. If we were interested in constructing a regression equation, we would use the unstandardised coefficient values listed as B (Pallant, 2011). In this case, we are interested in comparing the contribution of each independent variable; therefore we will use the beta values. Standardized beta values indicate the number of standard deviations that scores in the dependent variable would change if there was a one standard deviation unit change in the predictor (Pallant, 2011).

When we look down the beta column and to find which beta value is the largest (ignoring any negative signs), in this case the largest beta coefficient is 0.580, which is for existing adhocracy culture (EAC); therefore, EAC makes the strongest unique contribution in explaining to the overall motivation, when the variance explained by all other variables in the model is controlled for. The second largest beta coefficient (0.499) is existing clan culture (ECC); therefore, ECC makes the second strongest unique contribution in explaining to the overall motivation. The beta value for existing market culture and existing hierarchy culture is very low (0.010 and 0.004 respectively), indicating that they made very low of a unique contribution. When we check the value in the column marked Significance for each variable. This tells us whether this variable is making a statistically significant unique contribution to the equation.

If the significant value is less than .05 (.01, .0001, etc.), the variable is making a significant unique contribution to the prediction of the dependent variable. If greater than .05, we can conclude that that variable is not making a significant unique contribution to the prediction of our dependent variable (Pallant, 2011).

In this case, both EAC and ECC make a unique, and statistically significant, contribution to the prediction of overall motivation scores since significance value is 0 for both of them, but EMC and EHC makes a unique and statistically not significant contribution to the prediction of overall motivation, since significance is 0.932 and 0.966 respectively.

The other potentially useful piece of information in the coefficients Table is the Part correlation coefficients.

If you square this value, you get an indication of the contribution of that variable to the total R square. In other words, it tells you how much of the total variance in the dependent variable is uniquely explained by that variable and how much R square would drop if it wasn't included in your model (Tabachnick & Fidell 2007, p. 145).

In this case, EAC has a part correlation co-efficient of 0.316. If we square this (multiply it by itself) we get 0.0998, indicating that EAC uniquely explains 9.98 per cent of the variance in overall motivation scores. For ECC the value is 0.234, which squared gives us .0547, indicating a unique contribution of 5.5 per cent to the explanation of variance in overall motivation. For EMC and EHC the value is 0.004 and 0.002 which squared gives us 0.000016 and 0.000004 respectively, indicating that EMC and EHC uniquely explains 0.0016 and 0.0004 percent respectively of the variance in overall motivation scores. Note that the total R square value for the model (in this case 0.416 or 41.6 per cent explained variance) does not equal all the squared part correlation values added up ($9.98 + 5.5 + 0.0016 + 0.0004 = 15.48$ percent). This is because the part correlation values represent only the unique contribution of each variable, with any overlap or shared variance removed or partialled out. The total R square value, however, includes the unique variance explained by each variable and also that shared.

Therefore there is a lot of shared variance that is statistically removed when they are both included in the model.

CHAPTER FIVE

5. Summary, Conclusions and Recommendations

5.1. Introduction

This chapter outlines the findings of this study and their relationship to the relevant theory. Based on the results obtained from the study, summary and conclusions of the theoretical and practical implications are presented. Recommendations to the selected Corporation with regard to improving the culture and employee motivation and need for further research focused on the limitations of this study is also presented.

5.2. Summary

The corporation has qualified employees in both positions, since most of them are degree and above holders and they have been with the company for seven and above years. This might support them to have good know how of the culture of the Corporation and to give quality result.

Hierarchy culture is the dominant existing organizational culture within ET, the second most dominant existing organizational culture of the Corporation is market culture and the third dominant existing organizational culture of ET is adhocracy, finally the least dominant existing organizational culture of ET is clan culture. The dominant preferred organizational culture for both types of respondents is adhocracy culture, the second most dominant culture is clan, the third preferred organizational culture is hierarchy culture and the least preferred organizational culture is market culture

Majority of both respondents did not agree to ET policy fairness and clarity. Both managers and experts considered the same motivation level (not motivated) on the company policy of ET, however, both types of respondents motivated by their boss treatment with respect and integrity and in encouraging them to find new and better way of doing things. Similarly, both respondents almost motivated by the working condition of ET, both manager and expert respondents considered same motivation level on work condition of ET that, the working condition is safe, clean and hygienic. It maintains an equipped and healthy working environment, but managers slightly better motivated than expert respondents and majority of both respondents agree that, their salary structure is appropriate and reasonable and it is competitive with other industries.

Most manager respondents motivated (agreed) by their current work that the current job allowed them to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things, but most expert respondents do not motivated (disagreed) by their current job, on the other hand, most of both respondents motivated by relationship with their peers, that the relationship with their peers are appropriate and acceptable, there is no conflict or humiliation element.

Managers are relatively, more motivated than experts, since most manager respondents agreed that they have sense of achievement in their work, they have received challenging targets and there is a fruit of some sort in their job, but most expert respondents disagree to this idea, so experts do not motivate by their work achievements, similarly experts do not motivate by recognition activities of ET, but managers relatively better motivated than experts in the presence of recognition in ET. Most of the manager respondents agree that there is praise and other signs of outward recognition for their achievements or accomplishments.

The responsibility of ET manager respondents are defined and clear and they have given due responsibilities at work to execute, but experts do not motivate by their responsibilities, similarly manager respondents are more motivated by advancement opportunities of ET than experts. There are advancement opportunities to perform well and prepare for future positions or responsibilities for managers than experts.

Existing clan culture is preferred as the second dominant culture. Due to this it has strong and significant relationship with some of the motivation variables: It has positive and strong linear relationship with working condition and relationship with peers. It is statistically significant with the above three variables. It has negative and strong linear relationship with recognition and has medium linear relationship with achievement and advancements. It has negative and small relationship with the current work and company policy (managers). Existing adhocracy culture (EAC) is the dominant preferred organizational culture of ET. This is the reason why most of the motivation variables are shown strong and statistically significant relationship with these types of organizational culture. Company policy, working condition, achievement, and recognition and advancement opportunity have positive and very strong relationship with EAC and it also statistically significant with these variables (managers). Existing market culture (EMC) is the second dominant existing culture of ET as perceived by respondents, but it is the third preferred culture and due to this the relationship with

most of the motivation variables is small and not significant (managers). Existing hierarchy culture (EHC) is the most dominant existing culture perceived by respondents, but it is the least preferred organizational culture of ET. Due to this the relationships with the motivation variables are small and mostly statistically not significant (managers).

Existing clan culture (ECC) is the least perceived existing organizational culture of ET, but it is the second preferred culture of ET, due to this it has strong and significant relationship with some of the motivation variables like with boss, working condition and relationship with peers and their relationship is statistically significant (experts). Existing adhocracy culture (EAC) is the third dominant existing culture, but it is the most preferred culture of ET, due to this its relationship with most of the motivation variables are positive, strong and statistically significant. EAC with company policy, current work, achievement, recognition and advancement have positive and strong relationship. They are also statistically significant. In addition to this, it has positive, medium and statistically significant relationship with responsibility (experts). Existing market culture (EMC) is the second dominant existing culture of ET as perceived by expert respondents, but it is the third preferred culture of ET, due to this, the relationship with most of the motivation variables is small and statistically not significant. EMC has negative and small relationship with boss, current work, and relationship with peers, achievement, recognition, responsibility and advancement opportunities (experts). Existing hierarchy culture (EHC) is the dominant existing organizational culture of ET, but respondents not happy with this kind of organizational culture and it is the least preferred organizational culture of the Corporation. Due to this the correlation of these variables became very small (experts).

The model (ECC, EAC, EMC and EHC), explained 41.6 per cent of the variance in overall motivation, and the model as a whole are statistically significant but EAC and ECC makes the largest unique contribution (beta = 0.580, 0.499 respectively) and both of them have also made a statistically significant contribution, but the beta value for EMC and EHC is very low (0.010 and 0.004) indicating that they made very low of a unique contribution and both of them are not statistically significant.

5.3. Conclusions

The conclusions related to this research are presented in this section. Its main purpose is to answer the research questions and to discuss about the main considerations of the topic.

This research initiative has revealed that the dominant perceived present culture of ET is hierarchy culture and the dominant preferred culture as indicated by the respondents is adhocracy culture. This answers to research question (What is the dominant existing and preferred cultures of the organization).

This suggests that organizational members do not accept the values of the organization; we can deduce that there is weak organizational culture in ET. Beliefs and values of strong organizational culture are shared relatively consistently throughout the organization (Deal and Kennedy, 1982). A weak culture on the other hand, organizational member do not subscribe to shared beliefs, values and norms (O Reilly, 1991). One can say that, the current culture of the Corporation does not share and accepted by the employees' of ET.

To answer research question (What are the motivation level of manager and expert employees). As the finding illustrates majority of both manager and expert respondents did not motivate by company policy and majority of them motivated by boss, working condition, salary structure and relationship with their peers. Managers relatively motivated than experts by current job, work achievements, recognition, responsibility and advancement opportunities. This finding clarifies that, except company policy both respondents motivated by the extrinsic motivation variables and manager relatively better motivated than expert respondents (not motivated) by the intrinsic motivation variables identified by Herzberg Two Factor theories. According to Herzberg (1959) the presence of extrinsic motivation variables cannot motivate employees, but their absence demotivate employees and the presence or absence of intrinsic variables can motivate and demotivate employees respectively.

To answer research question (What is the relationship between organizational culture and employee motivation). According to the managers existing hierarchy culture and existing market culture have small and statistically not significant relationship with most of the motivation variables and existing adhocracy culture and existing clan

culture have positive strong and statistically significant relationship with most of the motivation variables. Company policy, working condition, achievement, and recognition and advancement opportunity have strong and positive linear relationship with EAC and ECC with working condition, salary structure and relationship with peers.

Similarly, expert respondents existing hierarchy culture and existing market culture are the least and third preferred organizational culture of the corporation respectively and the correlation of these variables became very small. Existing adhocracy culture and existing clan culture are the first and the second preferred culture of ET respectively. EAC has positive, strong and statistically significant relationship with most of the motivation variables like; company policy, current work, and achievement, recognition and advancement opportunity. In addition to this, it has positive, medium and statistically significant relationship with responsibility. Existing clan culture has strong and significant relationship with some of the motivation variables like with boss working condition and relationship with peers and their relationship is statistically significant. This shows that existing adhocracy culture and existing clan culture are relatively highly accepted by the both respondents, especially existing adhocracy culture is the first preferred culture of ET; due to this it is strongly correlated with the intrinsic motivation variables like recognition, achievement, advancement opportunity, responsibility and the job itself, so intrinsic variables have great impact in these motivation variables.

The model (ECC, EAC, EMC and EHC), explained 41.6 per cent of the variance in overall motivation, and the model as a whole is statistically significant. This answers to research question (to what extent of the motivation of ET employees are influenced by the culture of the organization). This illustrates that the culture of the Corporation has great influence on the motivation of employees; from this model we can also understand that there are other factors that can influence motivation of ET employees, but these factors are out of the scope of this research.

Existing adhocracy culture and existing clan culture made the largest unique contribution (beta = 0.580, 0.499 respectively) and both of them have also made a statistically significant contribution, but the beta value for existing market culture and existing hierarchy culture is very low (0.010 and 0.004), indicating that they made very low of a unique contribution and both of them are not statistically significant. This

answers to research question (which culture type of the organization is the best predictor of the overall motivation of ET employees). The last research question (What cultural changes should be implemented to enhance the motivation of employees) will be answered in the recommendation part of the research.

5.4. Recommendations

The dominant existing organizational culture has been identified as hierarchy culture and the dominant preferred organizational culture has been identified as adhocracy culture. To move from a hierarchy culture to adhocracy culture, it is important to see the relationship and effects of organizational culture and employee motivation. According to the managers, existing adhocracy culture has positive and strong as well as statistically significant relationship with company policy, working condition, achievement, recognition and advancement opportunity.

According to the experts, existing adhocracy culture has also positive, strong and statistically significant relationship with company policy, current work, achievement, recognition and advancement opportunity and positive, medium and statistically significant relationship with responsibility. It made the largest unique contribution (beta = 0.580) to over all motivation of employees and has also made a statistically significant unique contribution. To move the culture of the organization in to preferred culture (existing adhocracy culture) the following recommendations are made:

- ❖ To increase employee motivation and to bring creative employees, the corporation policy should be fair and clear. ET can develop fair policy and can communicate timely so that employees will be well aware of the policies of the corporation. Fair and clear policy will also help to motivate employees to achieve the goals and objectives of the corporation. In addition to this; it can help in management decision making process because availability of clear and fair policy minimize management biasness in their decisions and helps to conduct timely decision making process. Company policy has strong, positive and significant relationship with the dominant preferred culture of ET (existing adhocracy culture), in both manager and expert respondents, so the company should make due emphases on policy clarity and fairness to bring the most preferred culture of the corporation. Fairness is based on honesty and trust between employee and the organization. Motivation is expected to decrease if an

employee feels that he or she is being treated unequally compared to others. Motivated employees can develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates.

- ❖ To change the culture of the corporation, employee's current job should allow them to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things. To avoid the problem, ET can also check whether the job and skill needed are matched in all sections, so that it can develop job description and specification accordingly and can place the right person at the right place by rotating existing or by hiring new employees. The job should have sufficient challenge to utilize the full ability of the employee. Employees who demonstrate increasing levels of ability should be given increasing levels of responsibility. If a job cannot be designed to use an employee's full abilities, then the firm should consider automating the task or replacing the employee with one who has a lower level of skill. If a person cannot be fully utilized, then there will be a motivation problem (Herzberg, 1968).
- ❖ To bring the dominant preferred culture of the corporation all employees should be motivated by their work achievements. They should have sense of achievement in their work, they should receive challenging targets and there should be fruit of some sort in their job. This problem can be addressed by allowing them to try new things, by giving feedback to their performance and by supporting them in any difficulties. Employees can motivate by doing challenging work than motivation arises from compensation or fringe benefits.
- ❖ Employees today are more concerned about the recognition approaches in which they seek for the ground elements that should be demonstrated in accordance to ensure that one's organizational recognition practice will be effective as possible. ET can investigate the types of recognition that can contribute towards employee's motivation and it can give recognition for employees' achievements or accomplishments accordingly. Employees may not be motivated to become innovative and committed person. So ET should develop recognition policies so as to motivate employees and to bring the preferred culture of the corporation. Employee recognition is a special attention given to employee's actions, behavior, efforts or performance. Recognition can be used to reinforce certain behaviors such

as extraordinary accomplishments that have had an effect on the company's success.

- ❖ ET should provide to employees a defined and clear responsibility and should give them due responsibilities at work to execute. Without employees designated specific responsibilities, an organization might find itself in trouble. ET can make employees to be responsible and this can help in determining and distributing the compensation and benefits to workers in the organization. It is the responsibility of top level management to fully understand the organization's standards, procedures and expectations. They in turn should communicate this to their workers and hold them responsible. Organizations with clearly defined responsibilities are naturally communicative, as ideally all employees will know precisely whom they must contact in certain situations. ET can assess its organizational structures, to create good communication, since the problem of defined and clear responsibilities might be due to the communication issues. The more a business defines its various responsibilities each worker holds, the likelier that every task will be completed as quickly and accurately as possible. Defined and clear responsibility can help to determine training needs to employees as well, so these can help ET to bring the dominant preferred culture.

- ❖ ET should allow advancement opportunities to its employees, so that it can enhance the capacity of employees in creating new things. ET can develop clear policies with regard to advancement opportunities of employees, like providing off and on the job training at all education levels. Personal development engages employees to perform better, creates them more career opportunities and through these events the organization itself can get the greatest value from the situation. ET should focus on encouraging employees to develop their knowledge and capabilities in terms of technical knowledge, career development and management ability through participation in approved courses of study and other developmental initiatives. By developing continuing education policies ET can support any operational and developmental initiatives that need to be carried out and this should be related to employee's current or future career path at focus. Continued development opportunities to employees are important aspects to increase personal and organizational effectiveness.

- ❖ ET should treat its managers and experts equally; the operational tasks that can help to achieve the goals and objectives are mostly done by experts rather than managers. Expert employees are largest work force of the corporation; neglecting this work force will lead to failure in accomplishing the corporation mission. The interfaces with customers occur always with experts. So satisfaction of customers also depends on the motivation level of experts and the existence of any company or corporation depends on its customers. ET should give due emphasis on its experts so as to increase and sustain its profits, customer satisfaction, and to bring the preferred culture of the corporation.
- ❖ The reason of motivation level difference between managers and experts could not be found out in these research findings, but the result of the finding illustrates that managers are more motivated than experts, especially by the intrinsic motivation variables. ET and other researchers can conduct further research on this issue so as to know the gaps and to come up with solution to the problem.
- ❖ This research finding is used probability sampling technique which is simple random sampling technique which did not see organizational culture and employee motivation level between departments and divisions of the corporation. Future researchers can see this gap by using stratified sampling technique and this can help them to see the detailed finding about the organizational culture and motivation gaps and their relationships at divisional as well as departmental levels.
- ❖ The model or the organizational culture as a whole influences the overall motivation of employees 41.6%; the remaining 58.4% is influenced by other factors. These factors can see by the organization or other researchers.

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APPENDICES

APPENDIX A - QUESTIONNAIRE

Dear Sir/ Madam

I am in the process of completing my studies of Masters Degree in Business Administration (MBA) in St. Mary's University College, School of Graduate Studies. The research undertaking is to assess the organizational culture and levels of employee motivation that is prevalent in your organization. I would much appreciate it, if you could kindly take a little of your time to complete the attached questionnaires. Any information provided by you is for academic purposes only and all responses would be treated with the strictest of confidence. I apologize for the length of the questionnaire; however the nature of the study does not allow me to shorten it in any way.

Your co-operation is most valued and appreciated and I take this opportunity of thanking you in advance for your kind participation and timely return of your completed questionnaire.

If you would like further information about this study, or have problems in completing this questionnaire, please contact me via +251 9 11 508763.

SECTION A: DEMOGRAPHIC INFORMATION

Instruction:

Place an 'X' in the applicable box.

| |
|--|
| 1. Please indicate your gender: |
| <input type="checkbox"/> Male <input type="checkbox"/> Female |
| 2. Please indicate your position: |
| <input type="checkbox"/> Supervisor and above employee (manager) <input type="checkbox"/> Bellow supervisory employee (expert) |
| 3. Please indicate your age |
| <input type="checkbox"/> 18-23 <input type="checkbox"/> 24-28 <input type="checkbox"/> 29-40 <input type="checkbox"/> 41 and above |
| 4. Please indicate your highest level of formal education completed: |

| | | |
|--|--|--|
| <input type="checkbox"/> Grade 12 and below | <input type="checkbox"/> Diploma (s) / Certificate | <input type="checkbox"/> Degree |
| <input type="checkbox"/> Post Graduate Degree | | |
| 5. How long have you been working for the company? | | |
| <input type="checkbox"/> Less than 4 years | <input type="checkbox"/> 4-6 years | <input type="checkbox"/> 7 and above years |

SECTION B: ORGANISATIONAL CULTURE

Instructions

Please indicate the existing culture and preferred culture in each of the four cultural alternatives denoted by A, B, C, and D by placing 1, 2, 3, or 4 in each of the six questions bellow according to the ranking key.

Please ensure that you assign only one score (4, 3, 2, or 1) for each phrase in the **EXISTING CULTURE (E)** column and **in the PREFERRED CULTURE (P)** column.

The existing culture means the way things are at present and preferred culture means the way you would like the culture to be in the future.

RANKING KEY

E: EXISTING CULTURE

- 4** = The first most dominant culture
- 3** = The second most dominant culture
- 2** = The third most dominant culture
- 1** = The fourth dominant culture

P: PREFERRED CULTURE

- 4** = Your first most preferred alternative
- 3** = Your second most preferred alternative
- 2** = Your third most preferred alternative
- 1** = Your fourth preferred alternative

For example: To rank the first question (Dominant characteristics) bellow in terms of the above ranking key in both the existing and preferred culture, first read the alternatives denoted by A, B, C and D then rank them in terms of the existing culture of the organization and give them value according to the above ranking key, again rank them in terms of the preferred culture that are needed in the future and give them value according to the above ranking key.

| | | | |
|------------------------------------|--|---|---|
| 1.Dominant Characteristics | | E | P |
| A | The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves. | | |
| B | The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks. | | |
| C | The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented. | | |
| D | The organization is a very controlled and structured place. Formal procedures generally govern what people do. | | |
| 2.Organizational Leadership | | E | P |
| A | The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing. | | |
| B | The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking. | | |
| C | The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus. | | |
| D | The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency. | | |
| 3. Management of Employees | | E | P |
| A | The management style in the organization is characterized by teamwork, consensus, and participation. | | |
| B | The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness. | | |
| C | The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement. | | |
| D | The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships. | | |
| 4.Organizational Glue | | E | P |
| A | The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high. | | |
| B | The glue that holds the organization together is commitment to | | |

| | | | |
|-------------------------------|---|---|---|
| | innovation and development. There is an emphasis on being on the cutting edge (leading position). | | |
| C | The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes. | | |
| D | The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important. | | |
| 5. Strategic Emphases | | E | P |
| A | The organization emphasizes human development. High trust, openness, and participation persist. | | |
| B | The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued. | | |
| C | The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. | | |
| D | The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important. | | |
| 6. Criteria of Success | | E | P |
| A | The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people. | | |
| B | The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator. | | |
| C | The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key. | | |
| D | The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical. | | |

SECTION C: EMPLOYEE MOTIVATION

Instructions

Please indicate the extent to which you strongly agree or strongly disagree with the following statements about your feelings towards Ethio telecom

RANKING KEY

| | | | | | | | | | |
|---|-------------------|---|----------|---|---------|---|-------|---|----------------|
| 1 | Strongly disagree | 2 | Disagree | 3 | Neutral | 4 | Agree | 5 | Strongly agree |
|---|-------------------|---|----------|---|---------|---|-------|---|----------------|

| S.N | Employee Motivation Scale |
|-----|---|
| 1 | Company policies are fair and clear. |
| 2 | Your boss treats with respect and integrity, encourages finding new and better way of doing things. |
| 3 | The working conditions are safe, clean and hygienic. It maintains an equipped and healthy working environment. |
| 4 | My current job allowed me to experiment and discover new things, to tackle new problems, to perform exciting and challenging work and to do different things. |
| 5 | The pay or salary structure is appropriate and reasonable and it is competitive with other industries. |
| 6 | The relationship with my peers, are appropriate and acceptable. There is no conflict or humiliation element. |
| 7 | I have sense of achievement in my work. I have received challenging targets and there is a fruit of some sort in my job. |
| 8 | There is praise and other outward signs of recognition for my achievements or accomplishments. |
| 9 | My responsibility is defined and clear and I am given due responsibilities at work to execute. |
| 10 | There are advancement opportunities to perform well and helps to prepare for future positions or responsibilities. |

THANK YOU FOR YOUR TIME AND EFFORT!!

APPENDIX- B EXISTING ORGANIZATIONAL CULTURE AND PREFERRED ORGANIZATIONAL CULTURE DESCRIPTIVE STATISTICS AND MULTIPLE REGRESSION

Table B.1: Existing Organizational Culture

| Existing culture | Position | | | |
|-----------------------------|-----------|---------|-------------|---------|
| | Manager | | Non manager | |
| 1. Clan culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 10 | 33.3 | 69 | 31.8 |
| The third dominant culture | 19 | 63.3 | 132 | 60.8 |
| The second dominant | 1 | .3 | 16 | 7.4 |
| The fist dominant | 0 | 0 | 0 | 0 |
| Total | 30 | 100 | 217 | 100 |
| 2. Adhocracy culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 6 | 20.0 | 21 | 9.7 |
| The third dominant culture | 24 | 80.0 | 170 | 78.3 |
| The second dominant | 0 | 0 | 23 | 10.6 |
| The fist dominant | 0 | 0 | 3 | 1.4 |
| Total | 30 | 100 | 217 | 100.0 |
| 3. Market culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 0 | 0 | 1 | .5 |
| The third dominant culture | 6 | 20.0 | 76 | 35.0 |
| The second dominant | 19 | 63.3 | 120 | 55.3 |
| The fist dominant | 5 | 16.7 | 20 | 9.2 |
| Total | 30 | 100.0 | 217 | 100.0 |
| 4. Hierarchy culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 0 | 0 | 0 | 0 |
| The third dominant culture | 1 | 3.3 | 2 | .9 |
| The second dominant | 14 | 46.7 | 113 | 52.1 |
| The fist dominant | 15 | 50.0 | 102 | 47.0 |
| Total | 30 | 100.0 | 217 | 100.0 |

Table B.2: Preferred Organizational Culture

| Preferred Culture | Position | | | |
|----------------------------------|-----------|---------|-------------|---------|
| | Manager | | Non manager | |
| 1. Clan culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 0 | 0 | 3 | 1.4 |
| The third most dominant culture | 4 | 13.3 | 44 | 20.3 |
| The second most dominant culture | 19 | 63.3 | 124 | 57.1 |
| The fist most dominant culture | 7 | 23.3 | 46 | 21.2 |
| Total | 30 | 100.0 | 217 | 100.0 |
| 2. Adhocracy culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 0 | 0 | 0 | 0 |
| The third dominant culture | 2 | 6.7 | 16 | 7.4 |
| The second dominant | 12 | 40.0 | 84 | 38.7 |
| The fist dominant | 16 | 53.3 | 117 | 53.9 |
| Total | 30 | 100.0 | 217 | 100.0 |
| 3. Market culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 9 | 30.0 | 57 | 26.3 |
| The third dominant culture | 19 | 63.3 | 126 | 58.1 |
| The second dominant | 2 | 6.7 | 27 | 12.4 |
| The fist dominant | 0 | 0 | 7 | 3.2 |
| Total | 30 | 100.0 | 217 | 100.0 |
| 4. Hierarchy culture | Frequency | Percent | Frequency | Percent |
| The fourth dominant culture | 10 | 33.3 | 93 | 42.9 |
| The third dominant culture | 20 | 66.7 | 115 | 53 |
| The second dominant | 0 | 0 | 9 | 4.1 |
| The fist dominant | 0 | 0 | 0 | 0 |
| Total | 30 | 100.0 | 217 | 100.0 |

Table B.3: Correlations for Standard Multiple Regression

| | Variable | OLMOT | ECC | EAC | EMC | EHC |
|---------------------|----------|-------|-------|-------|-------|-------|
| Pearson Correlation | OLMOT | 1.000 | .334 | .438 | -.393 | -.200 |
| | ECC | .334 | 1.000 | -.276 | -.406 | -.277 |
| | EAC | .438 | -.276 | 1.00 | -.342 | -.107 |
| | EMC | -.393 | -.406 | -.342 | 1.00 | -.418 |
| | EHC | -.200 | -.277 | -.107 | -.418 | 1.00 |
| Sig. (1-tailed) | OLMOT | - | .000 | .000 | .000 | .001 |
| | ECC | .000 | - | .000 | .000 | .000 |
| | EAC | .000 | .000 | - | .000 | .046 |
| | EMC | .000 | .000 | .000 | - | .000 |
| | EHC | .001 | .000 | .046 | .000 | - |
| N | OLMOT | 247 | 247 | 247 | 247 | 247 |
| | ECC | 247 | 247 | 247 | 247 | 247 |
| | EAC | 247 | 247 | 247 | 247 | 247 |
| | EMC | 247 | 247 | 247 | 247 | 247 |
| | EHC | 247 | 247 | 247 | 247 | 247 |

Table B.4: Collinearity Diagnostics

| Model | Dimensio ns | Variance proportions | | | | | | |
|----------|----------------|----------------------|--------------------|----------|-----|-----|-----|-----|
| | | Eigen value | Condition Index | constant | ECC | EAC | EMC | EHC |
| 1 | 1 | 4.780 | 1.000 | .00 | .00 | .00 | .00 | .00 |
| | 2 | .111 | 6.568 | .00 | .14 | .02 | .01 | .00 |
| | 3 | .072 | 8.120 | .00 | .00 | .12 | .06 | .00 |
| | 4 | .036 | 11.491 | .00 | .02 | .09 | .03 | .11 |
| | 5 | .001 | 86.107 | 1.00 | .84 | .78 | .90 | .89 |

Table B.5: Case Wise Diagnostics

| Case Number | Std. Residual | OLMOT | Predicted Value | Residual |
|-------------|---------------|-------|-----------------|----------|
| 21 | 3.001 | 4 | 2.97 | 1.028 |

Table B.6: Residuals Statistics

| | Minimum | Maximum | Mean | Std. Deviation | N |
|-----------------------------------|---------|---------|-------|----------------|-----|
| Predicted Value | 2.08 | 3.61 | 2.88 | .287 | 247 |
| Std. Predicted Value | -2.782 | 2.528 | .000 | 1.000 | 247 |
| Standard Error of Predicted Value | .030 | .155 | .045 | .018 | 247 |
| Adjusted Predicted Value | 2.08 | 3.64 | 2.88 | .288 | 247 |
| Residual | -.772 | 1.028 | .000 | .340 | 247 |
| Std. Residual | -2.253 | 3.001 | .000 | .992 | 247 |
| Stud. Residual | -2.267 | 3.019 | .001 | 1.002 | 247 |
| Deleted Residual | -.781 | 1.040 | .000 | .347 | 247 |
| Stud. Deleted Residual | -2.287 | 3.071 | .001 | 1.006 | 247 |
| Mahal. Distance | .870 | 49.618 | 3.984 | 5.514 | 247 |
| Cook's Distance | .000 | .229 | .004 | .015 | 247 |
| Centered Leverage Value | .004 | .202 | .016 | .022 | 247 |

Figure B.1: Normal Probability Plot

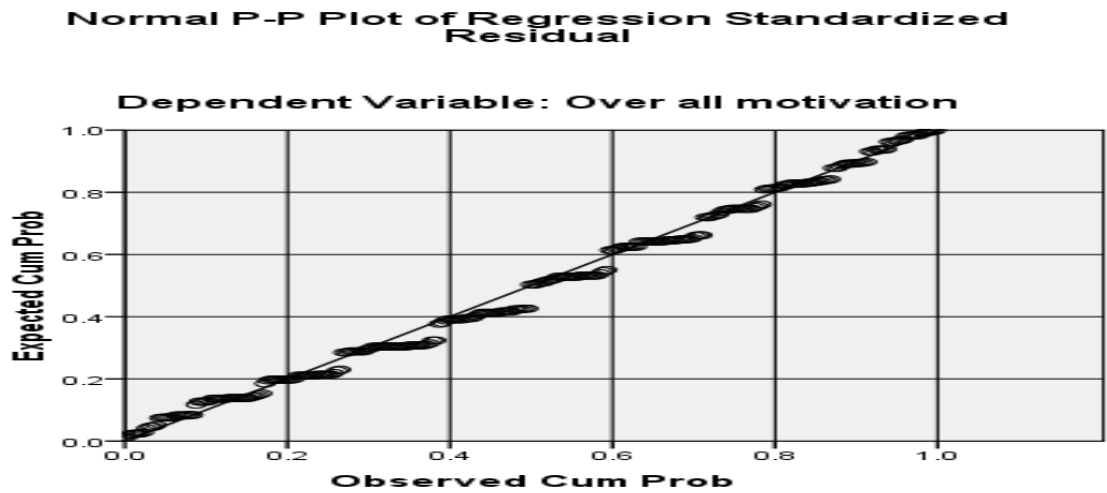
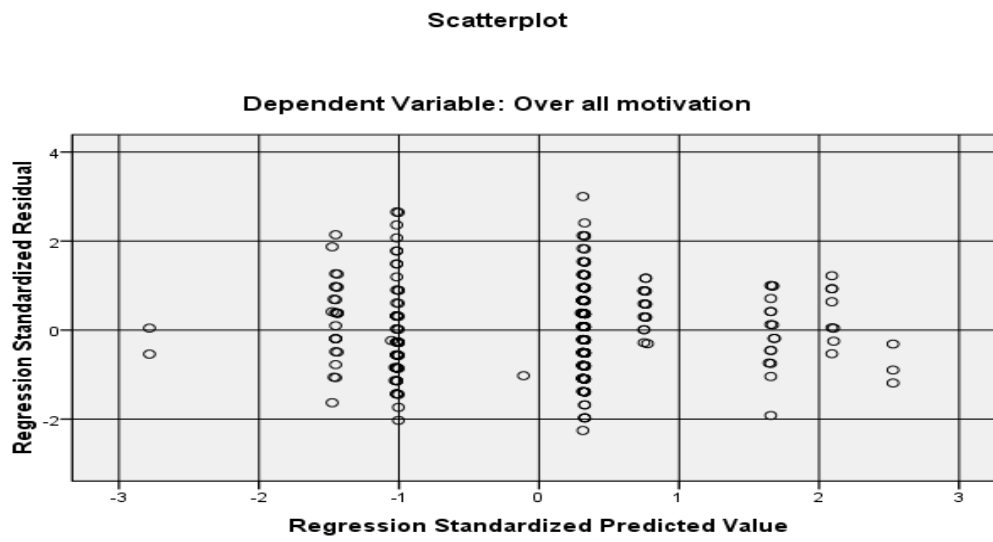


Figure B.2: Scatter Plot



DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of **Dr. Yikunoamlak Alemu**. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Mekonnen Muauz Hadera

Name

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Signature

February, 2013

ENDORSEMENT

This thesis has been submitted to St. Mary's University College, School of Graduate Studies for examination with my approval as a university advisor.

Yikunoamlak Alemu (PhD)

Advisor

St. Mary's University College, Addis Ababa

Signature

February, 2013