



**ST.MARY'S UNIVERSITY**

**SCHOOL OF GRADUATE STUDIES**

**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES JOB  
SATISFACTION, THE CASE OF HEINEKEN BREWERY S.C ETHIOPIA**

**BY**

**NATNAEL ABEL**

**ID: SGS/0027/2006**

**June, 2015**

**ADDIS ABAB, ETHIOPIA**

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## **LIST OF ABBREVIATIONS**

OCQ – organizational culture questionnaire

MSQ - Minnesota satisfaction questionnaire

CLRM- Classical Regression Model



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## **ABSTRACT**

*The main purpose of this study was to see the impact of organizational culture on employee's job satisfaction in Heineken Brewery S.C Ethiopia. Researcher employed questionnaire sample survey approach to see the impact of existing culture dimensions (Robin's culture dimensions) on employee's job satisfaction, organizational culture questionnaire OCQ part adopted from Anas (2009) with some modification made to the study's context; The Job satisfaction part, which is adopted from MSQ (1967), Minnesota satisfaction questionnaire, again with some modifications made for the study's context and interview was employed to collect data from the management side and employees representative to support the findings from sample survey. The researcher took 204 sample respondents from kilinto plant, head office and sales team employees of Heineken Brewery S.C. The sampling method applied was Simple random sampling. The data analysis was Conducted by employing differential statistical techniques. Based on the finding researcher conclude that, assessed cultural dimension of the company shows that the company has exhibited a poor performance except outcome orientation and team orientation culture dimensions. The findings also revealed that there is high relationship between culture and employee's job satisfaction in this specific organization, the overall satisfaction level of employees was exhibited to be below the average measure, and employee's job satisfaction is negatively affected by the existing culture of the organization. To mitigate the problems the researcher forwarded recommendations like the company should promote innovation and risk taking, establish effective communication system, make employees to fell they are valuable to the organization, encourage its employees to exhibit acceptable level of competition among themselves to increase competency.*

**Key words:** *Organizational Culture, Employee job Satisfaction.*

## CHAPTER ONE: INTRODUCTION

### 1.1 Back Ground of the Study

If we let ourselves take a look into the day to day activities and customary practices of any single organization, we may witness and perhaps be surprised, if we haven't experienced it, to see lots of look employees who are wholesome. Similarly dressed and are wearing their ID badges in similar fashion. Or in other similar case, we may also see a parking lot in an organization's premise which is not formally reserved for any single employee of the company, but at least implicitly everybody seems to acknowledge the custom that no one but the head or manager in that organization parks his car. Every time, such norms of organizations come across very much accustomed by their employees, even by the new entering ones, as they got along with the day to day life of the company. Such norms and customs are called organizations culture Schein (1984).

Schein (1984), who is probably associated with the study of organizational culture, as cited by Sempane et.al (2006) defines the term organizational culture as:

*...A pattern of basic assumptions- invented, discovered or developed by a given group as it learns to cope with problems of external adaption and internal integration- that has worked well enough to be considered way to perceive, think and feel in relation to those problems.*

Although this definition seems a bit complex, it holds all the core values that culture has in an organization. Similarly another comprehensive definition given by *Bernand (1995)* states that:

*“Organizational culture broadly refers to a relatively stable set of beliefs, values and behaviors held by members of a society or group”.*

The concept of culture has been widely used in the context of organizations. In particular “corporate” or “organizational culture” was used to explain the economic success of Japanese over America firms through the development of a highly motivated workforce, committed to a common set of core values, beliefs and assumptions (*Denisson, 1984; Furnham and Gunter, 1993*) cited in *Bernand (1995)*. Beyond the individual and professional level, organizational culture is an excellent starting point for addressing ethics

and morality. In some cases the corporate ethics maybe captured in a regulation. In other cases, the corporate ethics may be in the form of credo, something as belief statement (*Debra and James, 1997*).

Research has confirmed that organizational culture is not only able to change, guide and display but also gives significant contributions by influencing the thoughts, feelings, interaction and performance in the *organization (Ab and Juhary, 2000) cited in Anas (2009)*.

Organizational culture stands as the center from which all other factors of human resource of human resource management derive. It is believed that culture stands as commitment motivation, morale and satisfaction. *Wallach (1983) as quoted by Anas (2009)* has suggested that individual job performance and favourable job outcomes, including job satisfaction, propensity to remain with the organization and job involvement depend up on the match between an individual's characteristics and the organization's culture.

But sometimes culture may be a liability and its dysfunctional aspect should not be ignored. If not managed properly, then it will have an effect on the organization's effectiveness because from an employee stand point culture is valuable as it reduces risk (*Robbins 1989*). But still the key to both job satisfaction and job performance are the managers, the supervisors in the organization and the support they provide. When they value participation, affirm diversity and establish a workplace environment of mutual commitment, they enable themselves and their employees to balance job satisfaction and job effectiveness (*Ed and Margy, 2004*).

In order to increase employee's job satisfaction there by organizational effectiveness, managers should understand the impact that culture has on the employees' satisfaction level and should also be taking advantage of it. This however requires understanding of currently existing norms and accepted behaviours through periodic assessment. In the mean time, measures should also be taken in timely fashion to address problems, if any.

Despite the considerable body of organizational literature that has been conducted to examine the relationship between corporate culture and employees' satisfaction in various countries as well as industries, there are very little literatures regarding this concept and

particularly on how job satisfaction amongst employees is affected by organizational culture dimensions (*Anas,2009*).

## **1.2 Background of the Organization**

Heineken, the third largest international beer company, with around 140 breweries in more than seventy countries, entered the Ethiopian beer market after acquiring Harar and Bedele breweries in 2011, at a cost of 78.1 million dollars and 85.2 million dollars, respectively. It was the second foreign company to enter the local beer market, after BGI acquired St George Beer in 1998 for 10 million dollars. Heineken would have had a near monopoly of the formerly state owned beers, had not its bid of 188 million dollars for Meta Abo Beer Factory, the last remaining in the government's hands, been beaten by Diageo. The latter, a London-based liquor giant known for its Guinness beer and Johnnie Walker Whiskey brands, offered the winning bid of 225 million Br for the brewery. In moving towards the capital market Heineken Ethiopia was successful built new brewery at klinto and successfully launches its leading brand walya beer. In addition, as an international brand, Heineken is making a move to have a noticeable presence in the capital because that is where most foreigners living in or visiting Ethiopia are located. And now Heineken Ethiopia is creating more job opportunities and contributing to economic development of the country.

## **1.3 Statement of the Problem**

An organization's culture represents a complex pattern of belief and expectations shared by its members. Most definitions of organizational culture recognizes the importance of shared norms and values that guide organizational participant's behaviour and serves as a glue that keeps every member intact together *Schein ( 1984)*.

The different functions that culture plays in an organization include: - boundary defining role, it creates sense of identity, it creates social system stability and most importantly it results in employees' commitment and motivation *Robbins (1989)*. Employees who are stable, have developed sense of identity and who are committed to the achievement of the

organization's goals and objectives set ahead are most likely to be satisfied with their jobs and take it for granted.

Classical research on motivation and job satisfaction tells us that people are satisfied with their jobs to the degree that the job meets their needs and they are motivated to work to fill their current mix of needs (*Ed and Margy, 2004*).

The above mentioned functions of culture also create positive attitudes on the mind of employees towards their jobs and these positive attitudes are the secret behind every achievement of organizations because people are the major goal driving engines in any organization.

While working in the company the researcher had a chance to observe the following major problems pertaining to the cultural environment of Heineken Brewery S.C Ethiopia.

On the top of the organization's hierarchy are foreigners. Therefore, as they came from different cultural environment and view work culture from different, if not slightly different, perspectives than ours. There is a cultural incongruence between them i.e. what they try to foster and what most of the employees are accustomed to.

Problems are also there in communicating norms and acceptable behaviours so it causes miss-understanding on employees on how to carry out their duties. Decision-making is also centralized, and for employees not participating in decision making creates feeling of less belongingness and as they are not important to the organization. The management gives more focus on outcomes than detail of work performed by employees and this affects employees because they can't get supervision to improve their performance and do their job in a better way. In addition employees are not encouraged enough to take risk and try new things on their own.

Based on the gaps identified above Therefore, this study analyzes the impact of organization's existing culture on its employee's job satisfaction.

## **1.4 Research Questions**

The focus of the study is to seek answers to the following basic research questions:

- ⇒ What is the currently existing organizational culture of the company?
- ⇒ How does the organization culture motivate and contributes to the satisfaction level of employees?
- ⇒ How does each culture dimension affect satisfaction level of employees?
- ⇒ What measures should the organization take to improve the existing organizational culture?

## **1.5 Objectives of the Study**

The research was conducted along with the horizon of the following general and specific objectives.

### **1.5.1 General Objectives**

The general objective of the research is to assess the overall organizational wide culture that is being shared and perceived by its members while identifying the culture- satisfaction link that exists at Heineken Brewery S.C.

### **1.5.2 Specific Objectives**

Specifically the Objectives of the study are:-

- To identify the currently dominating organizational culture dimensions in the company;
- To determine how the organizational culture in the company influences workers job satisfaction;
- To explore how each culture dimensions affects satisfaction level of the employees; and
- To forward possible solutions as to which norms and beliefs need to be changed and which others be maintained based on the research findings Ones problems pertaining to the cultural setting are identified.



## 1.6 Definitions of Terms

- **Organization:** It is defined as a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective (Hodge, Anthony & Gales, 1996: 10).
- **Organizational Culture:** Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goal (Jones and George, 2006).
- **Job satisfaction:** job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976).

## 1.7 Significance of the Study

Besides meeting its general and specific objectives, the study is significant in that:

- It informs the management of the organization about the existing cultural setting in their organization and alarms them to take appropriate actions if they have to.
- It also serves as a source document for those who want to pursue further study.
- It also serves as the voice for the employees; because it lets the concerned parties get informed of what is on the employees' side.
- It also helps for the researcher to get more and deeper understanding on the subject matter.

## **1.8 Scope of the study**

Although making an industry- wide study is very much important especially for this specific research topic, the ultimate scope of the research is restricted to the assessment of existing norms, values and beliefs in order to present the culture- satisfaction link that exists in Heineken Brewery S.C Ethiopia, considering only employees working at head office, sales force and “Klinto” plant. Thus, this research did not include employees who work at Bedele and Harar plants mainly due to time and economical constraints. Only 204 sample respondents are selected from the total population of 416 according to Yemane Taro (1967) with 95% confidence level. Questionnaire and interview were used to collect data because this data collection tools are suitable with the study. Analysis of the study is done by using frequency count, percentage, mean, correlation and regression because this analysis tools can answer the research questions.

## **1.9 Organization of the Study**

The study is organized in five parts. The first chapter includes background of the study, Statements of the research questions, objectives, significance of the study, and scope of the study and organization of the study. The second chapter deals with different literatures written on the subject matter of the study, both theoretical as well as empirical, the third chapter discusses all the methodologies utilized. The fourth chapter consists of the major presentation, analysis and interpretation of the data collected and presented in a more analytical manner. Finally in chapter five summaries of findings, conclusions and recommendations of the study will be made.

## **CHAPTER TWO: REVIEW OF RELATED LITERATURES**

### **Introduction**

This chapter has two parts, theoretical and empirical literature review. The chapter is intended to present the theoretical and empirical foundation for this research topic. While the first part concerns itself to the purely theoretical foundation, the second part presents a review of several empirical studies on organizational culture and related corporate realities discussed in this paper.

At the end of this chapter, it is hoped that any one reading develop some understanding about what organizational culture means and how it has an influence on organizational behaviours like job satisfaction.

### **2.1Part -1 Theoretical literature review**

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#### **2.1.1 What is Culture?**

Personality Is a way of understanding why all managers and employees , as individuals characteristically think and behave in different ways. However, when people belong to the same organization, they often tend to share certain beliefs and values that lead them to act in a similar way.

Although most of us will understand in our own minds what is meant by organizational culture, it is a general concept which is difficult ot define or explain precisely. The concept of culture has developed from anthropology. Although people may not be aware consciously of culture, it still has a pervasive influence over their behaviour and actions. The wide diversity of interpretations relating to organizational developments give rise to a large number of different defintions.

A popular and simple way of defining culture is: ‘‘ how things are done around here’’. For example , atkinson explains organizational culture as reflecting the underlying assumptions about the way work is performed; what is ‘acceptable and not acceptable’; and what behaviour and actions are encouraged and discouraged Mullins (2004).

Organizational culture comprises the shared set of beliefs, expectations, values, norms and work routins that influence how members of an organization relate to one another and work together to achieve organizational goal. In essence , organizational culture reflects the distinctive ways organizational members go about performing their jobs and relating to others inside and outside the organziation Jones and George (2006).

Edger Schein's model of culture is also among the most widely discussed. It considers organizational culture in terms of three levels, each distinguished by its visibility to, and accessibility by, individuals. His view was as follows:

Organization culture is defined as the pattern of basic assumptions which a group has invented, discovered or developed in learning to cope with its problems of external adaptation and integration, which have worked well enough to be considered valid and therefore to be thought to new members as the correct way to perceive, think and feel in relation to problems... culture is not the overt behaviour or visible artefacts that one might observe if one were to visit the company. It is not even the philosophy or value system which the founder may articulate or write down in various 'charters'. Rather it is the assumptions which lie behind the values and which determine the behaviour patterns and visible artefacts such as architecture, office layout, dress codes and so on (Schein, 1985)

Organizational culture is the glue that binds members of the organization together through shared values, symbolic devices, and social ideals. An organization's culture may be strong or weak depending on variables such as cohesiveness, value consensus, and individual commitment to collective goals. Contrary to what one might suspect, a strong culture is not necessarily a good thing. The nature of the culture's central values is more important than its strength. For example, a strong but change-resistant culture may be worse, from the standpoint of profitability and competitiveness, than a weak but innovative culture. Thus, when evaluating an organization's culture, we need to consider the strategic appropriateness of its central values as well as its strength (Kreinter and Kinicki, 1992).

Beliefs are assumptions about reality and are derived and reinforced by experience. Values are assumptions about ideal that are desirable and worth striving for. When beliefs and values are shared in organizations they create a corporate culture.

Kazmi (1998) the manifestation of corporate culture in an organization is evident in

- Shared things (e.g. the way people dress)
- Shared saying (e.g. "lets get down to work")
- Shared action (e.g. a service oriented approach)
- Shared feelings (e.g. hard work is not rewarded here)

What is common in all these definitions is the important assumptions that are sufficiently central to the life of the members to be of major significance. From the variety of assumptions that the people in the community may hold, the cultural assumptions are those that are widely enough shared and highly enough placed relative to other assumptions in the community. There are two principal types of assumptions that members of a community hold, these are:-

- **Beliefs:-** include basic assumptions about the world and how it actually works. They derive from personal experience and are reinforced by it but, since some of the physical and social world cannot be experienced or verified directly by any one person, individual also rely to some degree of the judgment and expertise of others whom they trust or can identify with to help them decide what to believe or not believe (that money is the most powerful motivator, for example, or that the most people follow the leader).
- **Values:-** are the most basic assumptions about what ideals are desirable or worth striving for. They derive from personal experience and identification with those who have had an influence on one's personal development since early childhood. They represent preferences for ultimate end states, such as striving for success avoiding debt at all costs.

It is important to note that those definitions do not refer to what people say their beliefs and values (that is, those they espouse) but rather the beliefs and values they actually hold, whether consciously or otherwise. A person may prefer not to admit internalized beliefs and values because of external pressure—peer pressure, for instance. A person may also be unaware of these internalized beliefs and values. Assumptions that continue to be reinforced positively by experience may be taken for granted to the extent of dropping out of consciousness. One may be unaware of such preconscious or unconscious beliefs and values until they are violated or challenged. Further, even after one becomes aware of them, these beliefs and values as well as those consciously held are not easily given up or changed (Schein, 1985).

### 2.1.2 Types of Organizational Culture

Cultural anthropologists believe that interesting and valuable lessons can be learned by comparing one culture with another. Categorizing an organization's culture can help managers in several ways. First, categorizing the culture is a **precursor** to better understanding **the pros and cons** of that particular type of culture. Second, a clear understanding of their corporate culture can assist managers in getting the correct person-organization match when recruiting for new employees. Third, knowing where a company is right now can assist managers in making decisions about and progress toward cultural change. As a result of this there appears to be a number of ways in which to classify different types of organizational culture.

Described below are the four main types of organizational culture classifications: namely, power culture; role culture; task culture; person culture.

➔ **Power Culture:-** depends on a central power source with rays of influence from the central figure throughout the organization. A power culture is frequently found in small entrepreneurial organizations and relies on trust, empathy and personal communications for

its effectiveness. Control is exercised from the centre by the selection of key individuals. There are few rules and procedures and little bureaucracy. It is a political organisation with decisions taken largely on the balance of influence.

→ **Role Culture:-** is often stereotyped as bureaucracy and works by logic and rationality. Role culture rests on the strength of strong organizational 'pillars'-the functions of specialists in , for example, finance, purchasing and production. The work of , and interaction between , the pillars is controlled by procedures and rules, and coordinated by the pediment of a small band of senior managers. Role or job description is often more important than the individual and position power is the main source of power.

→ **Task Culture:-** is job-oriented or project-oriented . in terms of structure the task culture can be likened to a net, some strands of which are stronger than others , and which much of the power and influence at the interstices. An example is the matrix organisation . task culture seeks to bring together the right resources and people , and utilises the unifying power of the group. Influence is widely spread and based more on expert power than on position or personal power.

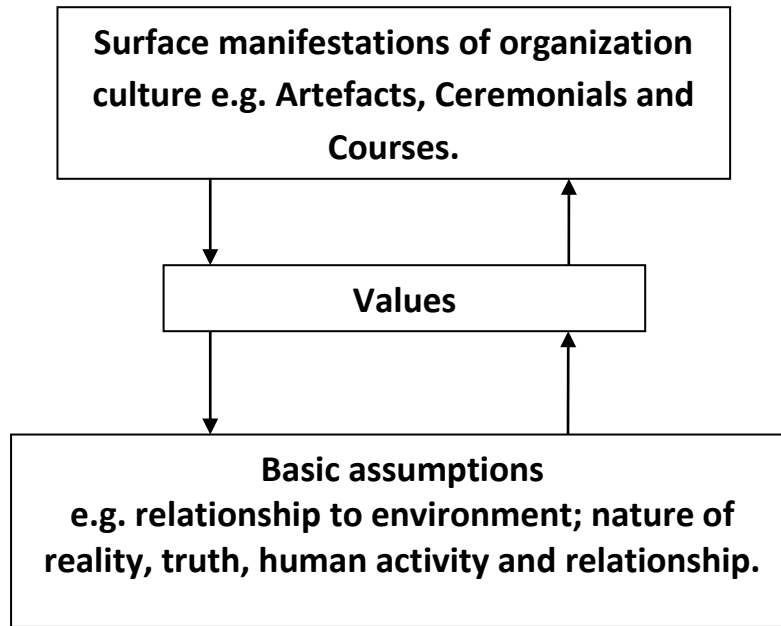
→ **Person Culture:-** is where the individual is the central focus and any structure exists to serve the individuals within it. When a group of people decide that it is in their own interests to band together to do their own thing and share office space, equipment or clerical assistance then the resulting organization would have a person culture. Examples are groups of barristers , architects , doctors or consultants . although it is found in only a few organizations many individuals have a preference for person culture, for example university professors and specialists. Management hierarchies and control mechanisms are possible only by mutual consent. Individuals have almost complete autonomy and any influence over them is likely to be on the basis of personal power.

Every organisation will have its own unique culture and most large businesses are likely to be something of a mix of cultures with examples for each of the four types in varying areas of the organization culture and they are more *likely to be happy and satisfied at work if their attributes and personalities are consistent with the culture of that part of the organization in which they are employed (Mullins,2004).*

### 2.1.3 Levels of Organizational Culture

Edgar Schein's model of culture is among the most widely discussed. It considers organization culture in terms of three level, each distinguished by its visibility to end accessibility by, individuals.

Figure 1 Schein's 3 level of culture



Source: Scheine, organizational behavior.

#### *i. First Level (Surface Manifestation Culture)*

**Surface manifestations of culture:** culture's most accessible forms which are visible and audible behavior patterns and objectives. It refers to the visible things that a culture produced. It includes both physical objects and also behavior patterns that can be seen, heard or felt. They all 'send a message' to an organization's visitors, customers and employees for him this not the organizational culture itself, but only its most apparent and most accessible aspect that can be perceived by people.

#### *ii. Second Level (Organizational Values)*

**Organizational values** those things that have personal or organizational worth or meaning to the founders or senior management. Values are typically based on moral, societal or religious percepts that are learned in childhood and modified through experience. Values are broad tendencies to prefer certain states of affairs to others. They are often unspoken but can mould members' behaviors. They can be both consciously and unconsciously held, and thus reflect relatively general beliefs values are located below the surface manifestations and underpin them. While they are not visible, individuals can be made aware of them. Many commentators agree that these values are what distinguish the organization from other firm, since they affect basic assumptions.

### *iii. Third Level (Basic assumptions)*

**Basic assumption**-invisible, preconscious and taken for granted understandings held by individuals with respect to aspects of human behavior the nature of reality and the organization's relationship to its environment they are therefore difficult to access.

He also suggests that the basic assumptions are treated as the essence – what culture really is; and values and behaviours are treated as observed manifestations of the culture essence.

#### **2.1.4 Dimensions of Culture**

There seems to be wide agreement that organization culture refers to a system of shared meaning held by members that distinguishes the organization from their organization.

This system of shared meaning is on closer examination, a set of a key characteristics that the organization value.

The most recent research suggests that there are seven primary characteristics that, in aggregate, capture the essence of an organization's culture (Robbins, 1998). Each of these characteristics are discussed as follows.

- 1. Innovation and Risk taking:** - the degree to which employees are encouraged to be innovative and take risks.
- 2. Attention to Detail:** - the degree to which to employees are expected to exhibit precision, analysis and attention to detail.
- 3. Outcome Orientation:** - the degree to which management focus on result or outcomes rather than on the technique and process used to achieve these outcomes.
- 4. People Orientation:** - the degree to which management decision take into consideration the effect of outcome on people with in the organization.
- 5. Team Orientation:** - the degree to which work activities are organized around teams rather than individual.
- 6. Aggressiveness:** - the degree to which people are aggressive and competitive rather than easy going.
- 7. Stability:** - the degree to which organizational activity emphasizes maintaining the status quo in contrast to growth.



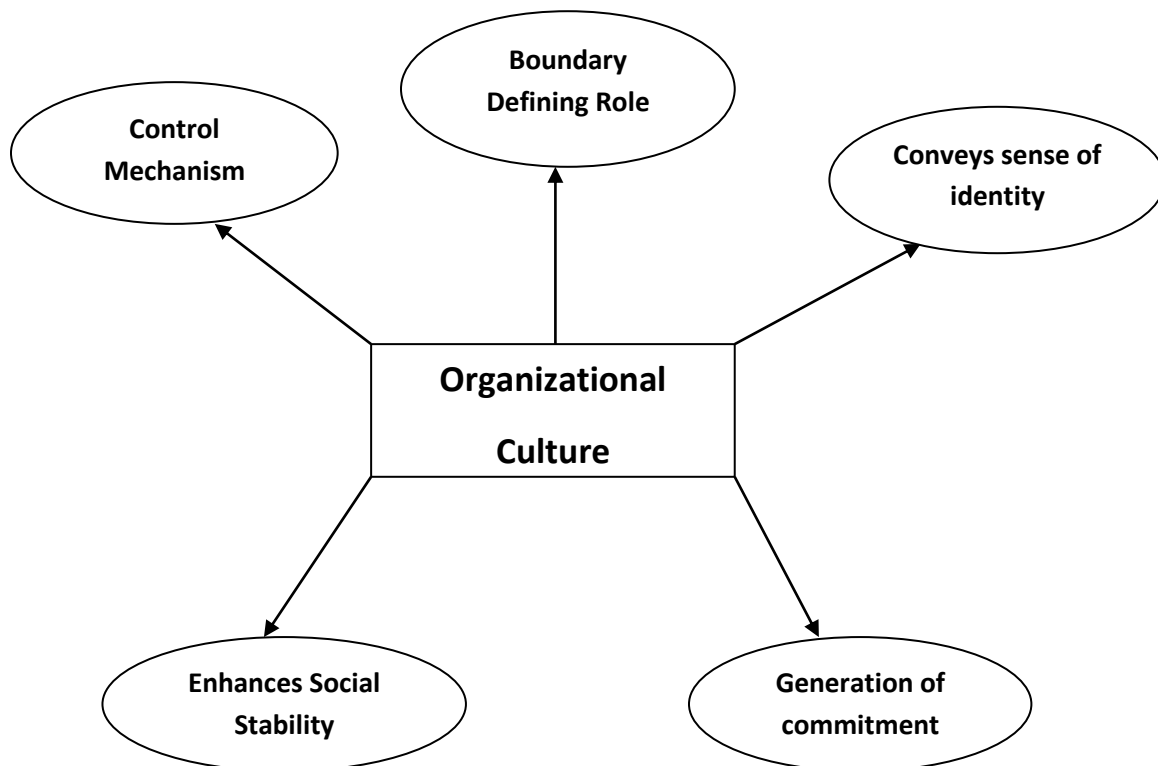
Each of these characteristics exists on a continuum from low to high. Appraising the organization on these seven characteristics, then gives a composite picture of organizational culture. This picture becomes the bases for feeling of shared under standing that members have about the organization, how things are done, hit and the way members are supposed to behave.

### 2.1.5 Importance of Culture

Culture is vital to the well being and success of an organization: It reduces uncertainty by creating a common methodology and language for interpreting events and issues; it provides a sense of order so that all team members know what is expected; it creates a sense of continuity; it provides a common identity and unity of commitment, a sense of belonging; it offers a vision of the future around which a company can rally. It is, in short, an asset that can and should be managed in support of organization goals.

The role of culture in influencing employee behaviour appears to be increasingly important in the 1990s. As organizations have widened spans of control, flattened structures, introduced teams, reduced formulation and empowered employees, the shared meaning provided by a strong culture ensure that every one is pointed in the same direction.

Figure 2 Functions/ Importance of Culture



Source: Robines, Organizational behaviour.

Culture performs a number of functions within an organization first; it has a boundary-defining role, that is, it creates distinctions between one organization and others. Second, it conveys sense of identity for organization members. Third culture facilitates the generation of commitment to something larger than one individual's self-interest. Fourth, it enhances social system stability culture is the social glue that helps hold the organization together by providing appropriate standards for what employees should say and do. Finally, culture serves as a sense making and controlling mechanism that guides and shapes the attitudes and behaviour of employees (Ibid).

### **2.1.6 How Culture Affects Organizational Behaviour**

The idea of organization or corporate culture has been identified as an important aspect of organizational behaviour and as a concept that is useful in helping to understand how organizations function. In addition, culture helps determine how well a person "fits" within a particular organization because the "fit" includes feeling comfortable with the culture. Hofstede et.al (1993) studied organizational culture in several national cultures and found those individuals' values and organizational practices need to be integrated and that demographic variables, such as age and gender, impact the degree of P-O (person-organization). Calori and Sarnin(1991) as was cited in (Silverthorne, 2003) examined the relationship between organization cultural traits and economic performance and between strength of corporate culture and economic performance in France and concluded that economic performance of the organization is directly tied to the strength of the corporate culture and the match between work-related values of employees and cultural traits .

Given the major expense for most organizations is the cost of labour, any steps that can be taken to reduce these costs will be beneficial. While downsizing and automation can be effective, these approaches have their own costs. Therefore, increasing productivity and/or reducing employee turnover are better strategies. Research has indicated that the degree of fit between a person and the organization is related to both productivity and employee turnover (Rousseau and Parks, 1992; Ryan and Schmit, 1996) as was cited in (Silverthorne, 2003).

The fact that organizations may have a strong or weak culture affects their ability to perform strategic management. Culture affects not only the way manager behave within organization but also the decision they make about the organization's relationship with its environment and its strategy. "Culture is a strength that can also be a weakness".

- *As strength*, culture can facilitate communication, decision making and control, and create cooperation and commitment.
- *As weakness*, culture may obstruct the smooth implementation of strategy by creating resistance to change.

Organization culture could exist as weak when many subcultures exist, few value and behavioural norms are shared and traditions are rare. In such organization, employees do not have a scene of commitment, loyalty and scene of identity. Rather than being member of organization these are wage-earners. There are several traits exhibited by organization that have a weak or unhealthy culture.

Some of these are: politicized organizational environment, hostility to change, promoting bureaucracy in preference to creativity and entrepreneurship, and challenging to look outside the organization for best practices.

An organization's culture could be strong and cohesive when it conduct its business according to a clear and explicit set of principles and value, which the management devote considerable time to communicating to employee, and whose values are shared widely across the organization.

There are three factors that seem to contribute to the building of a strong culture these are;

- i. A founder or an influential leader who established desirable values.
- ii. A sincere and dedicated commitment to operates the business of the organization according to these desirable value and
- iii. A genuine concern for the well-being of organizations stockholders.

### **2.1.7 Job Satisfaction**

Locke (1976), defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Schneider and Snyder (1975) on the other hand defined job satisfaction as a personal evaluation of conditions present in the job, or outcomes that arise as a result of having a job. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People will therefore evaluate their jobs on the basis. Locke (1976) explains that for researchers to understand the job attitudes, they need to understand job dimensions, which are complex and interrelated in nature. He mentioned the common dimensions of job satisfaction as "work, pay, promotions, recognition, benefits, working conditions, supervision, co-workers, company and management".

Kerego and Mthupha (1997) on the other hand viewed working conditions like, clear staffing policy, clear channels of communication, staff participation in decision making, security and good governance as having adverse effects on job satisfaction. Since Job satisfaction involves employees' affective or emotional feelings, it has major consequences

on their lives. Locke (1976) described the most common consequences of job satisfaction on employees as, the effects on the physical health and longevity; mental health and an impact on the employees' social life in general. He further maintains that there is an interaction between the employees' feelings about his job and his social life. Coster (1992) also supports the fact that work can have an important effect on the total quality of life of the employee. Job satisfaction may also impact on employee behaviour like absenteeism, complaints and grievances, frequent labour unrest and termination of employment.

In view of the above discussion one can postulate that the collective job satisfaction of employees may result in a particular organisational culture. (Sempane et.al, 2006)

### **2.1.7.1 What Determines Job Satisfaction?**

An exclusive review of the literature indicates that the more important factors conducive to job satisfaction are mentally challenging work, equitable rewards, supportive working conditions, and supportive colleagues.

**1. Mentally Challenging Work:** - Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics makes work mentally challenging. Jobs that have too little challenge create boredom, but too much challenge creates frustration and feelings of failure.

**2. Equitable Rewards:** - employees want pay systems and promotion policies that they perceive as being just, an ambitious, and in like is their expectations.

**3. Supportive Working Conditions:** - employees are concerned with their work environment for both personal comfort and facilitating doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Most employees prefer working relatively close to home, in clean and relatively modern facilities and with adequate tools and equipment.

**4. Supportive Colleagues:** - people got more out of work than merely money or tangible achievements. For most employees, work also fills the need for social interaction. The behaviour of one's boss also is a major determinant of satisfaction studies generally find that employees' satisfaction is increased when the immediate supervisor is under standing and friendly, offers praise for good performance listens to employees' opinions, and shows a personal interest in them. (Robins, 1989)

**5. Discrepancies:** - these models propose that satisfaction is a result of met expectations. Met expectations represent the difference between what an individual expects to receive

from a job, like good pay and promotional opportunities, and who he or she actually receives when expectation are greater that what is received, a person will be dissatisfied. In contrast, this model predicts the individual will be satisfied when he or she attains outcomes above and beyond expectations (kreinter and kinicki,1992).

### **2.1.7.2 Consequences of Job Satisfaction**

This has significant managerial implications. Thousands of studies have examined the relationship between job satisfaction and other organizational variables since it is impossible to examine them all we will consider and subset if the more important variable. According to Robbins (1998), they include

1. **Absenteeism:** - absenteeism is costly and managers are constantly on the lookout for ways to reduce it. One recommendation has been to increase job satisfaction. If this is valid recommendation, there should be a strong negative relationship (or negative correlation) between satisfaction and absenteeism. In other words, as satisfaction increases, absenteeism should decrease.
2. **Turnover:** - turnover is important to managers because it both disrupts organizational continuity and is very costly. There is a negative relationship between satisfaction and turnover. Given the strength of this relationship, managers would be well advised to try to reduce turnover by increasing employee job satisfaction.
3. **Organizational Citizenship Behaviour:** - It consists of employee behaviours that, men are beyond the call of duty. Examples includes “ such gestures as constructive statements about the department, expression of personal interest in the work of others, suggestions for improvement, training new people, respect for the sprit us well as the letter of housekeeping rules, care for organizational property ,and punctuality and attendance well beyond standard or enforceable levels”. Managers certainly would like employees to exhibit these behaviours because organizational citizenship behaviours are moderately related to job satisfaction, managers can increase the frequency if such behaviours by increasing employee job satisfaction.
4. **Organizational Commitment:** - reflects the extent to which an individual indentifies with and organization and is committed to its goals. Both job satisfaction and performance are significantly correlated with organizational commitment. Managers are advised to increase job satisfaction In order to elicit higher level of commitment in turn higher commitment can facilitate higher productivity.
5. **Pro-Union Voting:** - there is a negative correlation between job satisfaction and pro-union voting. In other words, people tend to vote for unions when they are dissatisfied with their

jobs this suggests organizations may want to monitor employee-satisfaction if they desire to maintain a nonunionized status.

6. **Brooder Implication:** - in a general sense, job satisfaction has important implications because it affects an individual's quality of work life. The term quality of work life refers to the overall quality an individual's experiences at work. Job dissatisfaction is associated with increased heart disease, increase stress, and poor mental health. It is hoped enlightened managers will develop an interest in reducing these negative work related outcomes by improving job satisfaction (Ibid).

### **2.1.7.3 The Effect of Job Satisfaction on Employees' Performance**

From organizations point of perspective, strictly speaking , having employees satisfied is not their ultimate objective. As one executive put it, "I don't care if my people are happy or not! Do they produce? (Robbins, 1989) and after all , isnt productivity the name of the game? Organizations are not altruistic institutions. Management's obligation is to use efficiently the resources that it has available. It has no abligation to create a satisfied work force if the costs exceed the benefits.

But the belief that satisfied employees are more productive than dissatisfied employees has been a basic tenet among managers for years. Although much evidence questions are there that assume casual relationship, it canbe argued that advanced societies should be concerned not only with quality of life –that is, concerns such as higher productivity and material acquisitions- but also with its quality. Those researchers with strong humanistic values argue that satisfaction Is a legitimate objective of an organization. Not only is satisfaction negatively related to absenteeism and turnover, but, they argue, organziations have a responsibility to provide employees with jobs that are challanging and intrinsically rewarding (Robbins, 1989).

Managers' interest in job-satisfaction tends to centre on its effect on employee performance.

Researchers have recognized this interest so we tried a large number of studies that have been designed to assess the impact of job satisfaction on employee productivity, absenteeism and turnover (Robbins, 1989).

#### ***1. Satisfaction and Productivity***

The satisfaction causes productivity these is that studies have to used on individuals rather than the organization and that individual level measures of productivity do not take in to consideration are the interactions and complexities in the work process.

When satisfaction and productivity data are gathered for the organizational as a whole, rather than at the individual level, we find that organizations with more satisfied employees tend to be more effective than organizations with less satisfied employees (Robbins, 1989).

## ***2. Satisfaction and Absenteeism***

Dissatisfied employees are more likely to miss work, other factors have all important on the relationship and reduce the correlation coefficient. Based on different researcher findings, what we should have expected if satisfaction is negatively correlated with absenteeism (Robbins, 1989).

## ***3. Satisfaction and Turnovers***

Satisfaction also negatively related to turnover. Evidences indicate that an important moderator of the satisfaction turnover relationship is the employees level of performance specifically, level of satisfaction is less important in predicting turnover for superior performers.

Managers should be concerned with the level of job satisfaction in their organization for at least four reasons.

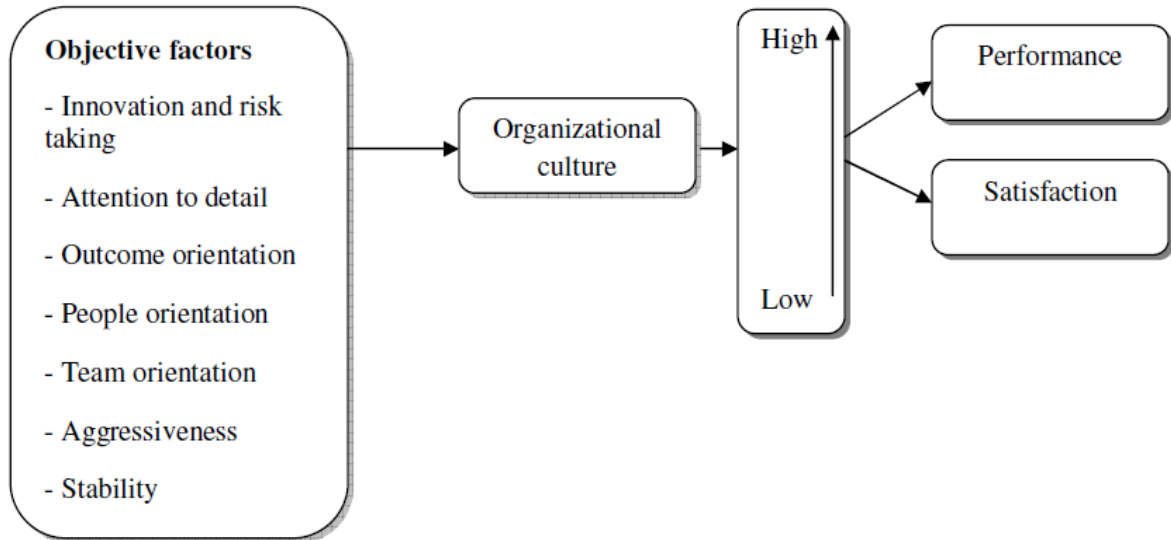
1. There is clear evidence that dissatisfied employees slip work more often and are more likely.
2. Dissatisfied workers are more likely to engage in destructive behaviours.
3. Satisfied employees have better health and live longer.
4. Satisfaction is the job carries over the to employee's life outside the job.

Specifically satisfaction is strongly and consistently negatively related to an employee's decision to leave the organization.

The final point in support of job-satisfactions importance is the spin-off affect that job satisfaction has for society as a whole when employees are happy with their jobs; it improves their lives off the job (Robbins, 1989).

#### 2.1.7.4 Theoretical Framework

Figure 3 Organizational Cultures and its Impact on Employee Performance and Satisfaction



**Source:** Robbins, P. & Judge, A. (2009). *Organizational Behaviour* (13th Ed.).

## 2.2Part-2 Empirical Literature Review

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This part of the literature review is designed to present different researches and empirical studies that have evidenced and/or investigated the link between culture and job satisfaction.

### 2.2.1 Job Satisfaction and Organisational Culture

There has been a long debate amongst researchers regarding the relationship between organisational culture and job satisfaction. Many researchers have found supporting evidence about the relationship between these two concepts. Kerego & Mthupha (1997) as was cited in Sempane et.al (2006) views job satisfaction as the evaluation of the organisational context, while organisational climate provides a description of the work context. They defined job satisfaction as the feeling of employees about their job. Hutcheson (1996) on the other hand referred to it as the difference between the outcomes, which a person actually receives and those that he expects to receive. Job satisfaction is thus related to job characteristics and people will evaluate their satisfaction level according



to what they perceive as being important and meaningful to them. The evaluation of the different aspects of the job by employees is of a subjective nature, and people will reflect different levels of satisfaction around the same factors. Research supported the five main job satisfaction dimensions as pay, nature of work, supervision, promotional prospects and relations with co-workers. Since the job dimensions are components of the organisation, and represents its climate, job satisfaction is an evaluation of organisational factors. Job satisfaction describes the feelings of employees regarding the environmental factors (climate factors), while organisational climate provides only a description of the work context. Some researchers believed that job satisfaction level increases as employees' progress to higher job levels (Corbin, 1977). Kline & Boyd (1994) however indicated that managers at a higher level of the organisation are satisfied with the salary, but less satisfied with promotional opportunities. The study also revealed that organisational variables like structure do not affect employees in the same way.

Odom *et al.* (1990) investigated the relationships between organizational culture and three elements of employee behaviour, namely, commitment, work-group cohesion, and job satisfaction. They concluded that the bureaucratic culture, which dominated their sample of transportation organizations, was not the culture most conducive to the creation of employee commitment, job satisfaction, and work-group cohesion. In related studies, Nystrom (1993) investigating health care organizations, found that employees in strong cultures tend to express greater organizational commitment as well as higher job satisfaction. Despite these few studies, it appears to exist a wide knowledge gap in literatures examining the direct link between organizational culture types and job satisfaction (Jahanzeb, 2007)

By 2003, a study conducted by Colin Silverstone on Taiwan organizations has concluded its findings in such a way that, involvement in an organization that has a bureaucratic organizational culture resulted in the lowest levels of job satisfaction and organisational commitment. An innovative culture was next highest and a supportive culture had the highest level of employee job satisfaction and organizational commitment.

Two schools of thought seem to exist in terms of the measurement of job satisfaction. Chetty (1983) warns that researchers should guard against singling out certain variables as the sole contributory factors to job satisfaction of employees. He indicated that both family and other social factors affect employees, and this would also have an impact on their performance and satisfaction at work. On the other hand it is also argued that because of the multidimensionality of job satisfaction/dissatisfaction it should rather be measured in terms of the individual dimensions instead of a global construct. Measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction.

Schneider and Reichers (1983), as was cited in Sempene et.al (2006) conducted research on the relationship among organisational climate and job satisfaction, production and turnover indexes amongst five financial institutions. The findings of their study revealed that climate and satisfaction measures correlates for people in certain positions and not for others.

Kline and Boyd (1994) as was cited in the work of Sempene et.al (2006) conducted a study to determine the relationship between organisational structure, context and climate with job satisfaction amongst three levels of management. Their study revealed that employees at different levels of the organisations are affected by different work factors. Based on the outcome of this study, they recommended that different aspects of the work environment be looked into when addressing the issues of job satisfaction amongst different positions in the same organisation.

The related concepts of organizational culture and person-organization (P-O) fit or congruence between the person and organization are also another important factor to organizational success. The psychological contract, which is both perceptual and individual, forms the basis of the P-O fit. However, there has been little attention paid to the interaction of fit and organizational culture with such concepts as job satisfaction and organizational commitment. The results of a study, conducted in Taiwan by Silverthorne (2003), indicate that P-O fit is a key element in both the level of job satisfaction that employees experience and also in their level of organizational commitment whether measured by an instrument or turnover rates. An organization is not a passive or stable institution and it evolves and grows within an organizational culture. While P-O fit may be linked to organizational culture, the impact of specific types of organizational culture was also assessed in the study conducted by Silverstone. As a result, Involvement in an organization that had a bureaucratic organizational culture resulted in the lowest levels of job satisfaction and organizational commitment. An innovative culture was next highest and a supportive culture had the highest level of employee job satisfaction and organizational commitment. These findings indicate that organizational culture plays an important role in the level of job satisfaction and commitment in an organization. In terms of the impact of the P-O fit on job satisfaction and organizational commitment in Taiwan, the results indicate that the degree of fit plays an important role in all of the types of organizational culture studied. The better the fit, the higher the levels of these two variables (**Silverthorne, 2003**).

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Research Design**

The study used mixed methods consisting of both quantitative and qualitative data in a single study. There are six types of mixed method designs in the literature of mixed methods research. Three of them are sequential (explanatory, exploratory and transformative); the other three are concurrent (triangulation, nested and transformative) (Creswell, 2003).

This study uses sequential explanatory strategy type of mixed method design. It is characterized by the collection and analysis of quantitative data and followed by the qualitative data.

Reasons for such choice are that it is typical to use qualitative results to assist in explaining and interpreting the findings of a primary quantitative study. Survey questionnaires were used to collect quantities data from respondents and to collect qualitative data the researcher used interview.

### **3.2 Population and Sample Design**

#### **3.2.1 Area of Population**

The area of population for the research are 416 employees of Heineken Brewery S,C Ethiopia excluding employees working at Bedele and Harar plants and of which of course samples were taken to examine the response of these employees in order to generalize to the entire population, employees in this case, under study.

#### **3.2.2 Sampling Technique**

The researcher used non probability sampling i.e., Purposive sampling to select sample respondents from the total population. The researcher used this sampling method because employees included in the population were from different work environment like factory, head office and sales team. Therefore; such sampling allows the researcher to select samples to make it representative of all employees form the population.

### 3.2.3 Sample Size and Sampling procedure

For the purpose of this study and according to its scope representative samples were selected from employees. Purposive sampling was applied to make the sample representative of all participants, at a confidence level of 95% Saunders *et.al.* and Israel (2009) a statistical sample of **204** were selected from the total population of 416 employees by applying the below statistical formula. Questionnaires were distributed with the help of colleges where all the three department employees ( klinto plant, head office and sales force) gathered on the ceremony of launching the companies new product.

$$n = \frac{N}{(1 + N * e^2)}$$

n= sample size  
N=population size  
e= level of precision, Yemane(1967)

$$n = \frac{416}{1 + 416 * (0.05)^2}$$
$$n = 204$$

## 3.3 Data Design

### 3.3.1 Data Collection Method

#### Survey

As far as first- hand information is concerned. Probably the ideal data collection tool and with which most of the data for this study was collected using questionnaire. The questionnaires have two parts, the (organizational culture questionnaire) OCQ part which is adopted from Anas (2009) with some modification made to the study's context; The Job satisfaction part, which is adopted from MSQ (1967), Minnesota satisfaction questionnaire, again with some modifications made for the study's context. The questions were carefully translated from English in to Amharic and were appraised by concerned academicians,

including my advisor, and feedbacks from these appraisals were included in the questionnaires before being distributed.

#### Interview

Besides questionnaire as the primary tool, Interview with Semi- structured questions also held with boundary spanners of the organization to cross check the results of the study collected from employees using questionnaire with the management and employee representatives.

#### Secondary sources

As to the secondary source part, a review of different literatures both theoretical and Empirical, which have a bearing to the research topic were made.

⇒ The company's website [www.heineken.com](http://www.heineken.com) was useful source especially for information relating to its background.

### **3.4 Data Analysis Method utilized**

To analyze the collected data of this study the researcher used both qualitative and quantitative data analyzing means. Qualitatively, descriptions on data from interview were made. Quantitative data collected using questionnaire analyzed by employing different statistical methods including tables, graphs, mean, regression and correlation. While analyzing both satisfaction and culture of the organization the following Likert scale was used:

For the organizational culture part:

- 1- Means that the respondents strongly disagree on that specific idea.
- 2 -means that the respondent slightly disagree on that specific idea.
- 3 -means that the respondents neither agree nor disagree on that specific idea.
- 4- Means that the respondent slightly agree on that specific idea.
- 5- Means that the respondent strongly agree on that specific idea.

While for the job satisfaction analysis part the values being the same only the interpretation differs. That is:

- 1-Means that respondents are not satisfied with it.

- 2- Means that the respondents are slightly dissatisfied with it.
- 3- Means that the respondents are satisfied with it.
- 4- Means that the respondents are highly satisfied with it. An
- 5- Means that the respondents extremely satisfied with it.

### **3.5 Validity**

The questionnaire used for this study is structured into three parts: the first part were demographics, the second one is organizational culture questionnaire part which was adopted from Anas (2009) and the last was Job satisfaction part again which was adopted from Minnesota university satisfaction questionnaire with some modifications and checked using pilot test. Reliability is one of the major criteria for evaluating research instruments' Questionnaires used in this study was adopted from Anas (2009) and, Minnesota satisfaction questionnaires will make the instrument valid. And expert opinion was given on the instrument by the research advisor to improve its validity.

### **3.6 Reliability**

The researcher conducted a reliability test on the seven dimensions of organizational culture. According to Nunnally (1978) 0.60 is an acceptable level for reliability measure. And based on the data in the table below all of the seven dimensions has a value greater than 0.60, and it is possible to conclude that all of the seven dimensions of organizational culture are reliable.

**Table-1 Reliability statistics**

No	Item	Cronbach's Alpha	N of Items
1	Innovation and Risk taking	.688	4
2	Outcome Orientation	.706	4
3	Stability and Communication	.718	4
4	People orientation	.863	4
5	Attention to Detail	.619	4
6	Team orientation	.651	4
7	Aggressiveness	.612	4
	Total Job Satisfaction	.646	25

Sourc: Researcher survey result, 2015

### **3.7 Ethical considerations**

While conducting this study ethical considerations were taken into account. Adequate care has been taken to select appropriate time to distribute questionnaires and to conduct interviews, Circumstances such as busy and high peak office task hours were avoided so that respondents can give answer to the questions in a relaxed manner. By explaining the purpose and objective of the study, maximum effort was made to make respondents feel secured and confidentiality is maintained so that no harm can happen to them. And the researcher makes sure all participants are involved in voluntary base.

## **CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION**

### **INTRODUCTION**

In this chapter, presentation of first hand information that was collected mainly via questionnaires and interview are made using different diagrammatic as well as descriptive statistics. The chapter also outlines the results of data analysis obtained from data collected from respondents. The main purpose of this research is to study the relationship between organizational culture dimensions as the independent variable, and job satisfaction as the dependent variable. This study aims to achieve the research objectives as well as answers the research questions highlighted in chapter one.

A total of 204 questionnaires were distributed to sample respondent of which, 196 usable questionnaires were collected back and the total response rate for the study was 96% in total. As a result, inferences from the paper's findings are made using the 196 sample questionnaires.

#### **4.1 Results of culture assessment questions**

Key: SD= Strongly Disagree

D= Disagree

N= Neutral

A= Agree

SA= Strongly Agree



**Table 2: Respondents View on innovation and risk taking culture dimension of the organization.**

Innovation and risk taking culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
A, The organization encourages and supports innovation	77	39.29	72	36.73	38	19.39	4	2.04	5	2.55
B, New and improved ways to do work are continually adopted	48	24.49	80	40.82	40	20.41	14	7.14	14	7.14
C, When I do something risky, but which results in positive outcome, my superiors encourage me.	45	22.96	88	44.90	50	25.51	8	4.08	5	2.55
D, In my organization, I am allowed to decide in what way I should carry out my job.	53	27.04	98	50.00	33	16.84	8	4.08	4	2.04

Source: Researcher survey result, 2015

As can be inferred from table 2, for question A, majority of the respondents, that is, 77 of the 196 respondents or 39.29% strongly disagree with its existence while 5 of them strongly agree on the organization's innovation and risk taking encouragement. While for that of question B, 24.49% of the respondent strongly disagree on it and only 7.14% of them strongly agree. For question C as well, a total of 45 employees strongly disagree and only 5 respondents strongly agree. And for the last question more than half of the respondents either strongly disagree or disagree. Generally 77% of the respondents answered that innovation and risk taking is not part of the organizations culture, and according to the regression analysis (table 14) innovation and risk taking has statistically significant relationship with employee job satisfaction. It also increase job satisfaction level by 22.3% for every one unit increment in innovation and risk taking. This fact align with the low level of employees job satisfaction, and incorporating this culture dimension in to the organization culture would mean answering the question of many employees which eventually lead to higher level of job satisfaction.

**Table 3: Respondents View on Outcome orientation culture dimension of the organization.**

Outcome orientation culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
In my organization, my superiors are concerned with whether I have completed my task or not than how I did it	4	2.04	11	5.61	21	10.71	86	43.88	74	37.76
In my organization, there is a well defined criteria in evaluating performance.	8	4.08	30	15.31	47	23.98	71	36.22	40	20.41
My organization have performance oriented culture	6	3.06	34	17.35	40	20.41	66	33.67	50	25.51
Performance evaluation is done in an objective manner in my organization.	5	2.55	34	17.35	69	35.20	47	23.98	41	20.92

Source: Researcher survey result, 2015

Distribution of respondents from table 3 indicates that, the majority from a total of 196 sample 74 respondents had replied that they agree on the company's being oriented to outcomes of the work they do and it is part of the existing organizational culture. From the regression analysis (table 14) statistically this dimension of culture also significantly related with job satisfaction level of employees and one unit increase in outcome orientation will result 45.1% increment on employees job satisfaction. The company should keep his ground on this dimension to maintain its positive impact on employee's job satisfaction level.

**Table 4: Respondents View on Stability and communication culture dimension of the organization.**

Stability and communication culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
My organization focuses on improving communication between management old staff as an important company objective.	45	22.9	85	43.3	28	14.29	26	13.27	12	6.12
There is proper channel for grievance handling in my organization	60	30.6	67	34.1	35	17.86	19	9.69	15	7.65
Information is widely shared for everyone to get what he/she needs	61	31.1	75	38.2	23	11.73	28	14.29	9	4.59
Problem solving is done collectively in my organization	49	25.0	71	36.2	42	21.43	19	9.69	15	7.65

Source: Researcher survey result, 2015

Table 4 results reveal that, 128 of the respondents strongly disagree or disagree on the provision of stability and communication system in the organization and it is not part of the organization culture. Improving the organizations stability and communication system will create conducive environment for employees to perform their jobs eventually that will increase their job satisfaction level.

**Table 5: Respondents View on People orientation culture dimension of the organization.**

People orientation culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
People are treated fairly in my organization	26	13.27	90	45.92	57	29.08	15	7.65	8	4.08
People are considered to be most valuable assets of the organization	29	14.80	93	47.45	51	26.02	17	8.67	6	3.06
People have adequate mentoring form superiors	22	11.22	95	48.47	56	28.57	16	8.16	7	3.57
decisions in my organization are made taking into consideration the possible effect that it may bring to employees	28	14.29	90	45.92	56	28.57	20	10.20	2	1.02

Source: Researcher survey result, 2015

Figures taken from responses , as can be generalized from the table 5 with regard to the organization’s attitude towards its workers, only very few respondents say that the organization has a positive and ‘‘taking-care-of-employees’’ attitude, while 118 of them oppose this idea. Figures in middle also show that 55 of respondent have neutral attitude toward this dimension of culture. And again from the regression analysis (table 14) one unit increase in people orientation culture dimension can result 22.1% increment on employees job satisfaction level. Therefore, the company should work toward the issues raised by employees regard to this dimension in order to increase their satisfaction level.

**Table 6: Respondents View on Attention to detail culture dimension of the organization.**

Attention to detail culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
Aggregate outcomes are more valued than details, in my organization.	48	24.5	38	19.3	34	17.35	54	27.55	22	11.22
My superiors care for details of the work I do, than simply the outcome	54	27.5	82	41.8	31	15.82	22	11.22	7	3.57
In my organization people are evaluated based on how they did their job as well as based on the outcome	43	21.9	57	29.0	53	27.04	37	18.88	6	3.06
In my organization strict control is exercised on workers	44	22.4	32	16.3	49	25.00	58	29.59	13	6.63

Source: Researcher survey result, 2015

Concern of management to the details of work that employees do, as can be inferred from table 6, were replied by respondents as follows: the average result shows that 48 of the employees strongly disagree on it, while 12 of the respondents replied that they strongly agree on precision of work details required from them. Others include 42 employees slightly agree; 42 employees were neutral and the remaining 52 employees of them have expressed their disagreement. Here again majority of respondents did not believe attention to the detail of tasks they perform is not part of the organization culture. And for the organization incorporating attention to detail in the organization culture would resolve issues came from employee's side and help to increase their job satisfaction level.

**Table 7: Respondents View on Aggressiveness culture dimension of the organization.**

Aggressiveness culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
Co-workers support me in carrying out my job	18	9.18	69	35.2	42	21.43	51	26.02	16	8.16
There is stiff competition among workers in doing their jobs	14	7.14	71	36.2	48	24.49	53	27.04	10	5.10
Workers in my organization are in general aggressive	16	8.16	66	33.6	51	26.02	54	27.55	9	4.59
In my organization, workers are easy going instead of being competitors of one another	13	6.63	54	27.5	63	32.14	47	23.98	19	9.69

Source: Researcher survey result, 2015

Table 7, shows the result of assessment questions which tend to identify the aggressiveness of workers themselves and their workmates as well. Accordingly, 14 of the respondents on average have strongly agreed on the behaviour of workers as being aggressive, while at the extreme end 15 of them strongly disagree on this idea. In between the two are, 51 employees of them, saying that they slightly agree; 51 workers of them unable to decide and 65 workers on average of them slightly disagree. Here almost half of the respondents feel that there co-workers are aggressive and competitors of one another on the other hand half of respondents think their co workers are easygoing and cooperative. Optimal level of aggressiveness among employees will lead to healthy competition and eventually will increase productivity of the organization and its employee's job satisfaction level. Therefore, the organization should maintain optimal level of competition among its employees.

**Table 8: Respondents View on Team orientation culture dimension of the organization.**

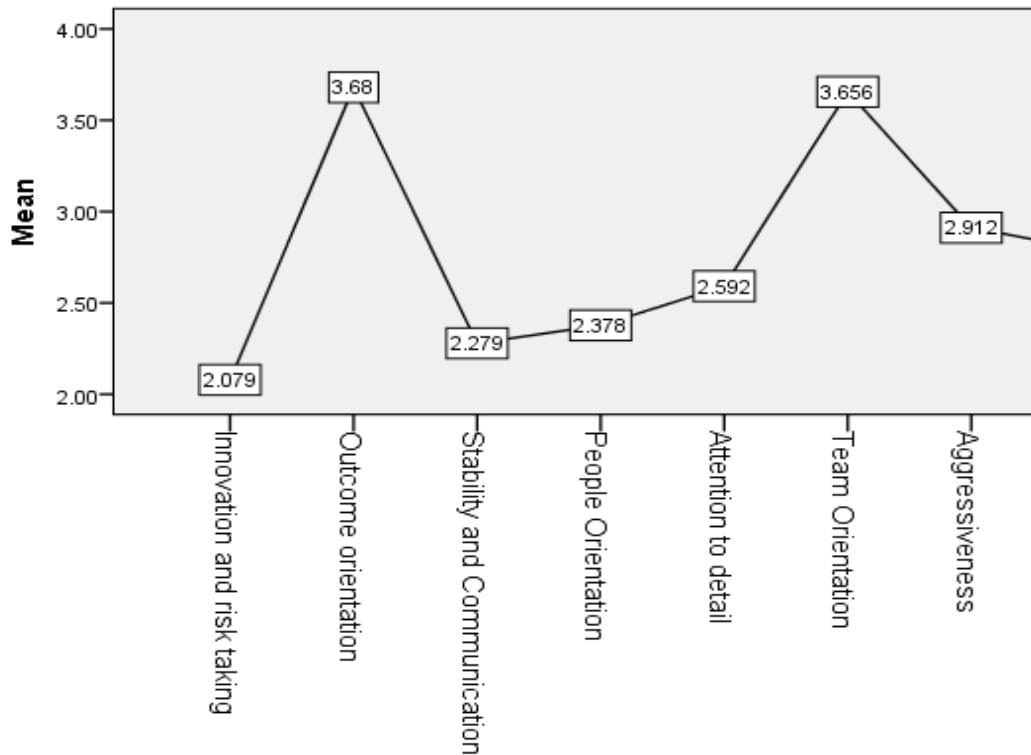
Team orientation culture dimension	SD		D		N		A		SA	
	N	P	N	P	N	P	N	P	N	P
I perform my job alone	52	26.53	87	44.3	16	8.16	30	15.31	11	5.61
Usually tasks are assigned to workers in teams.	6	3.06	26	13.2	38	19.39	99	50.51	27	13.78
Rewards in my organization are based on groups' performance rather than individuals	5	2.55	21	10.7	49	25.00	90	45.92	31	15.82
The organization is structured around teams than individuals	2	1.02	28	14.2	36	18.37	97	49.49	33	16.84

Source: Researcher survey result, 2015

Table 8 was constructed to show the distributions of respondents with regard to the company's orientation to teams than individual workers. The result shows that on average, from among the 196 respondents 16 employees strongly disagree about the company's team orientation. 40 of them slightly disagree; 25 of them were in between, that is neither agree not disagree, while 79 of the employees showed their slight agreement and 26 employees have strongly agreed. Aggregated results show that majority of respondents believe that team orientation is part of the organization culture, this is a very good situation that the company should maintain because regression results (table 14) states that one unit increase in team orientation will result in 33.3% increase on employees job satisfaction.

## Overall results of organizational culture

Graph 1 overall results of organizational culture



Source: Researcher survey result, 2015

The result from the above figure reveals that the organizations culture with regard to innovation & risk taking has a mean value of 2.079 which is below 3 that means nonexistent cultural dimension. The mean result of stability and communication is 2.279 hence it can be generalized that is not part of the organizational culture of the company. Variables like people orientation, attention to detail and aggressiveness have a mean result of 2.378, 2.592 and 2.912 respectively show that they are nonexistent cultural dimension.

The remaining dimensions including, team orientation and outcome orientation with a mean result of above 3 shows that they are part of the existing organizational culture.



## 4.2 Results of job satisfaction questions

**Table 9: Respondents view on their job satisfaction level**

	N	Mini mu m	Max imu m	Me an	Std. Deviatio n
Employee satisfaction	196	1.20	4.96	2.63 10	.36373

Source: Researcher survey result, 2015

Table 9 summarizes the results from satisfaction side of the questionnaire, and it reveals that employees of Heineken brewery S.C are not satisfied, with a mean result of 2.6.

## 4.3 Analysis for Testing the Assumptions of Classical Regression Model (CLRM)

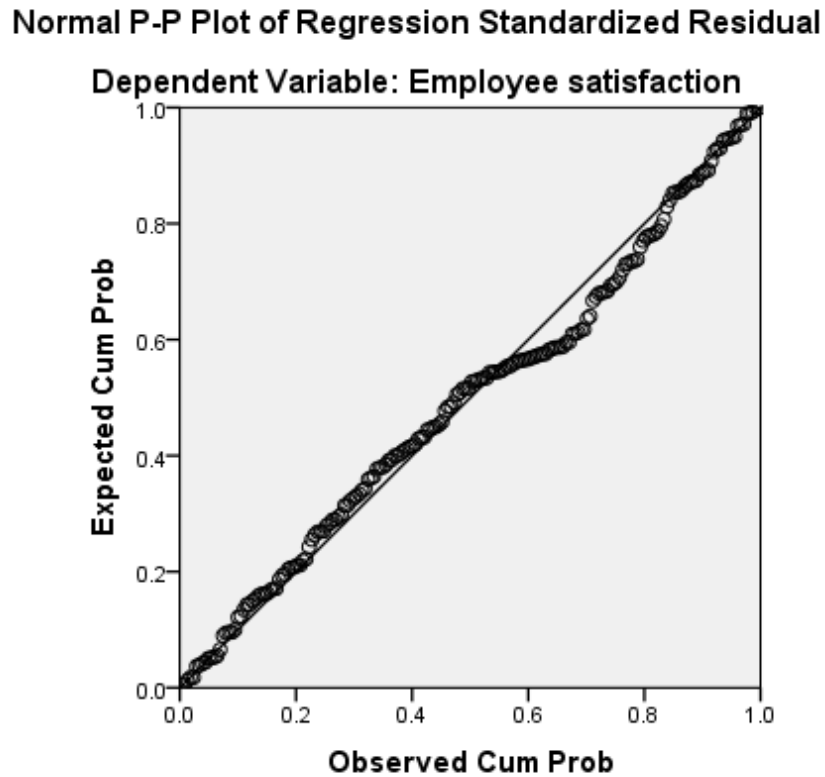
Five tests for CLRM assumptions namely normality, linearity, homoscedasticity, multicollinearity and independence of residual are conducted and discussed as follows

### 4.3.1 Test for Normality of Data

Test of normality means determining whether the data is well modeled by normal distribution or not. This test of normal distribution could be checked by graphical (histogram and dot plot) method of tests. The normality assumption assumes a critical role when a study is dealing with a small sample size, data less than 100 observation. (Gujarati, 2004)

Even though the normality assumption is not a treat since the observation or sample size of the study is large enough, more than 100 observations, the researcher tested it using normal probability plot (NPP). The decision rule is, if the fitted line in the NPP is approximately a straight line, one can conclude that the variables of interest are normally distributed. (Gujarati, 2004).

Graph 2 Graphical test of Normality Assumption



Source: Researcher survey result, 2015

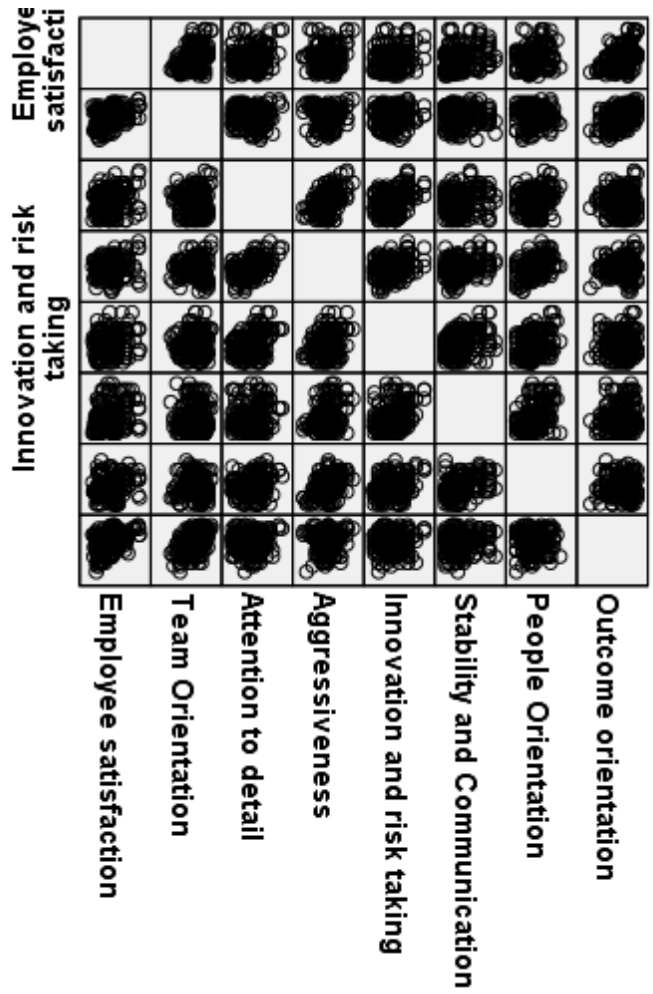
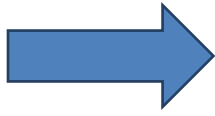
From figure 2, we can see that residuals of the model are approximately normally distributed, because a straight line seems to fit the data reasonably well.

#### **4.3.2 Test for Linearity and Homoscedasticity**

Multiple linear regression models assume there is a linear relationship between the independent variables and the dependent variables. Homoscedasticity assumption means the range of variance for the dependent variable is uniform for all values of the independent variables.

Both assumptions can be checked by scatter plot diagram stated below.

Graph 3: Scatter plot diagram



Source: Researcher survey result, 2015

As we can see from graph 3, both assumption are not serious threat to the study since we can draw one straight line to approximate the observations for all independent variables against the dependent variable, satisfaction, and also the variance between the upper and lower cases of the observations are reasonably similar.

### 4.3.3 Test for Multicollinearity

Another assumption that has to be meeting to undertake multiple linear regression models is the assumption of multicollinearity. It's an indication for a linear relationship between the independent variables, (Gujarati, 2004)

Variable Inflation Factor (VIF) technique is employed. The VIF is a measure of the reciprocal of the complement of the inter-correlation among the predictors:  $VIF = 1 / (1 - r^2)$ . The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of multicollinearity problem. Tolerance (TOL) defined as  $1/VIF$ , It also used by many researchers to check on the degree of collinearity. The decision rule for Tolerance is, a variable whose TOL value is less than 0.1 shows the possible existence of multicollinearity problem (Gujarati, 2004).

**Table 10: Test of multicollinearity**

<b>Test for Multicollinearity</b>			
<b>Variables</b>		<b>Collinearity Statistics</b>	
		<b>Tolerance</b>	<b>VIF</b>
	<b>Innovation and risk taking</b>	0.721	1.387
	<b>Outcome orientation</b>	0.76	1.315
	<b>Stability and Communication</b>	0.712	1.405
	<b>People Orientation</b>	0.716	1.397
	<b>Attention to detail</b>	0.716	1.397
	<b>Team Orientation</b>	0.758	1.318
	<b>Aggressiveness</b>	0.67	1.493

Source: Researcher survey result, 2015

Table 10 showed that VIF values for all variables became less than the tolerable value, i.e. 10. And Tolerance value of all variables also became above 0.1 which indicates that this model is free from multicollinearity problem between the dependent variables.

#### 4.3.4 Test of Independent of Residuals

Multiple linear regression models assume the residuals are independent of one another.

The Durbin-Watson statistic is used to test for the presence of serial correlation among the residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are not correlated if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50

**Table 11: Test of independent residuals**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.523	.499	.61990	1.52

Source: Researcher survey result, 2015

From table 11, we can also understand that the assumption of independence of residuals is satisfied.

Generally, the study discussed five major assumptions that must be fulfilled for one to analyze data using multiple linear regression models. So, since all the five assumptions were not violated, the researcher examined the data collected by the questionnaires using multiple regression models as follow.

#### 4.4 Results of Regression Model

The model for the study that depicted culture dimensions that affect job satisfaction of employees of Heineken Brewery S.C

$$Sat = \alpha + \beta_1 IR + \beta_2 CS + \beta_3 TO + \beta_4 AD + \beta_5 OO + \beta_6 A + \beta_7 PO + U_i$$

Where; *Sat* = Satisfaction

$\alpha$  = The constant, or Y intercept

$\beta_i$  = The coefficient of the dependent variables

*IR* = Innovation and risk taking

*CS* = Communication and stability

*TO* = Team orientation

*AD* = Attention to detail

*OO* = Outcome orientation

*A* = Aggressiveness

*PO* = People Orientation

*U<sub>i</sub>* = the error term

The regression analysis was performed based on data collected from employees of Heineken brewery S.C. It demonstrated the relationship between organizational cultures dimensions those affect employees job satisfaction. Tables below showed the regression output of the dependent variables and independent variables.

**Table 12: Anova**

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	59.781	7	8.540	22.224	.000 <sup>b</sup>
	Residual	54.567	142	.384		
	Total	114.348	149			

a. Dependent Variable: Employee satisfaction

b. Predictors: (Constant), Aggressiveness , Team Orientation, Innovation and risk taking, People Orientation, Outcome orientation, Stability and Communication, Attention to detail

Source: Researcher survey result, 2015

**Tabel 13: Model summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.723 <sup>a</sup>	.523	.499	.61990	1.52

a. Predictors: (Constant), Aggressiveness , Team Orientation, Innovation and risk taking, People Orientation, Outcome orientation, Stability and Communication, Attention to detail

b. Dependent Variable: Employee satisfaction

Source: Researcher survey result, 2015

The above tables 11 and 12 showed that, the result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study. The other major result under the model summary table 13 showed the R or coefficient of correlation of the model is 0.723 or 72.3% and R Square or coefficient of determination of the model is 0.523 or 52.3%, meaning 52.3% of the variation in employee's job satisfaction is explained by the linear relationship with the independent variables. The regression analysis was done using satisfaction of employees as dependent variable and culture as independent variables. The following table depicted the analysis's result as follow;

**Table 14: Regression coefficients result**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-1.211	.352		-3.438	.001		
Innovation and risk taking	.223	.088	.181	2.527	.003*	.656	1.525
Outcome orientation	.451	.074	.429	6.085	.000*	.676	1.479
Stability and Communication	-.076	.063	-.086	-1.216	.226	.668	1.496
People Orientation	.221	.075	.202	2.934	.004*	.706	1.416
Attention to detail	.067	.074	.069	.913	.363	.595	1.682
Team Orientation	.333	.085	.272	3.929	.000*	.699	1.431
Aggressiveness	.011	.088	.009	.123	.902	.608	1.646

Source: Researcher survey result, 2015



Table 14 shows that, all of the independent variables except stability and communication, attention to detail and aggressiveness have statistically significant relationship with the dependent variable since their p-value is below the alpha level which 0.05 is. Considering the standardized beta coefficients, the strongest predictor of the dependent variable (job satisfaction) is Outcome orientation with 0.429 value and Team orientation, people orientation, innovation and risk taking, attention to detail, aggressiveness and stability and communication with a beta value of 0.272, 0.202, 0.181, 0.069, 0.009 and -0.086 respectively. All the independent variables have positive relationship with the dependent variable except the stability and communication which has a negative relationship with the dependent variable.

So from the above table one can drive the model as follows;

$$Sat = -1.211 + 0.223 IR - 0.076 CS + 0.333 TO + 0.067 AD + 0.451 OO + 0.011A + 0.221 PO$$

#### **4.5 Discussion**

The first thing that must be discussed here is the overall fitness of the model; this fact has been confirmed by different types of statistical results.

The first way is the ANOVA test that produced a P-value of 0.000 which is below the alpha level, i.e. 0.05. That means the overall independent variable have statistically significant relationship with that of the dependent variable, i.e. employee's job satisfaction.

The next one is the R (Coefficient of Correlation) which is simply a measure of the degree of association or co-variation that exists between independent variables taken together and dependent variable. It only measures degree of association or covariation between the two variables. In this case the value of R which is 0.723 means, there is a very strong relationship between the independent variables as a whole and employees job satisfaction

The last one is by checking the R square (Coefficient of Determination), can be defined as the proportion of the total variation or dispersion in dependent variable that explained by the variation in independent variables in the regression. So with R Square value of 0.523, meaning, 52.3% of the variation in employee's job satisfaction is explained by the linear relationship with all the independent variables. The corollary of this is that only 47.7% of the variation in employee's job satisfaction is unexplained by the relationship. Thus when

$R^2$  is high it means that the independent variables included in the study play an important part in affecting the dependent variable.

Generally speaking, the regression model developed under the study can be considered as a good predictor of employee's job satisfaction of Heineken Brewery S.C Ethiopia.

The individual effects of the independent variables can be explained by their respective beta coefficients. As per the regression result table 14 the employees job satisfaction and outcome orientation has the strongest positive relationship. 1unit increment in outcome orientation dimension of the organization culture can cause about 45.1% increase on employee's job satisfaction.

The second variable under study was team orientation taking and according to the regression result, it has a positive relationship with employee's job satisfaction and a 1unit increment on this variable will cause about 33.3% increment on the dependent variable.

The third variable was Innovation and risk taking, this factor also have a positive relationship with the employees job satisfaction with a magnitude of 1unit increase in innovation and risk taking causes about 22.3% increase in employees job satisfaction.

The other culture dimension under study was People orientation , and this factor has a positive relationship with the dependent variable with 1unit increase in people orientation will cause about 22.1% increase employees job satisfaction.

From table 14 also we can see that the other three culture dimensions including stability and communication, attention to detail, and aggressiveness were not significantly related with the dependent variable.

#### **4.6 Interview results**

The researcher raised various questions based on dimensions of organizational culture and level of employee's job satisfaction for the county director and representatives of employee of Heineken brewery S.C, to support results from the sample survey. Interview results from the management side indicates that the organization encompasses innovation and risk taking , attention to detail, outcome orientation, stability and communication, team orientation and aggressiveness in a positive aspect with its organizational culture. In addition the results from management tend to take side with employees are satisfied with organizational culture and other different factors.

On the other hand interview results from representatives of employees go against with the management, and they said majority of the above culture dimensions did not exist in the organization culture and that affect their job satisfaction, like the management did not give attention to the detail of job they perform, they are not treated fairly, and they are not encourage to take risk and try new things in performing their job. With regard to job satisfaction they believe that employees of the organization have issues with satisfaction and they pointed out that employees are not satisfied.

Generally by aggregating interview results from both side and sample survey result, the researcher concludes that in the organization culture, employees tend to agree that some of the dimensions were not exist in the organization, so that it contributes for low level of employee's job satisfaction.

## **CHAPTER 5: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Summary of findings**

The purpose of the study was to identify the impact of organization culture on employee's job satisfaction, the case of Heineken Brewery S.C Ethiopia. The study employed a mixed method specifically a sequential explanatory method. Using qualitative methods, semi-structured interview to be exact, to help the researcher get insights on the impact of organizations culture, questionnaires were used to collect explanatory data and analyze the cause and effect of the relationship between the earlier identified cultural dimensions and employees job satisfaction using multiple linear regression model. Before directly analyzing the data gathered by the questionnaires, the researcher make sure the necessary assumptions that are required to undertake multiple linear regression analysis were fulfilled. Based on the analysis of data and discussion of results, the followings are the summary of major findings of this study.

The descriptive analysis shows that, majority of respondents believe that innovation and risk taking, stability and communication, people orientation, attention to detail and aggressiveness were not part of the existing organization culture.

ANOVA, R (coefficient of correlation) and Adjusted R-square (coefficient of determination) were used to test the model's overall fitness, and it turns out innovation and risk taking, Outcome orientation, people orientation and team orientation culture dimensions had a statistically significant relationship with the dependent variable (employees job satisfaction). The R and Adjusted R-square results showed that the factors identified are highly correlated with the dependent variable and with R result of 72.3%. With R Square value of 0.523, meaning, 52.3% of the variation in employee's job satisfaction is explained by the linear relationship with all the independent variables.

Concerning the individual variables, outcome orientation, team orientation, innovation and risk taking, and people orientation have strongest positive relationship with the dependent variable.

## 5.2 Conclusions

In this part of the paper, results of data presented and analyzed in the previous chapter will be expressed and summarized in conclusive statements. Recommendations are also to be made based on the findings as well as analysis results, so that the management will make use of these recommendations if culture has to be made use of as a competitive advantage and a means of inspiration to employees.

Culture is an influential factor on the behaviour of individuals ranging from national culture to regional there by organizational and even to that of informal groups that form their own sub cultures. In order for an organization to achieve its goals and objectives as well as escalate workers performance, then

The study hence, addressed basic issues that had to be raised regarding the company's culture and the impact it has on job satisfaction level of individuals.

Accordingly, summery of what has been assessed and analyzed so far will be depicted in the following manner.

- ⇒ The overall satisfaction level of employees was exhibited to be below the average measure.
- ⇒ Assessed cultural dimension of the company shows that, in most of the aspects, the company has exhibited a poor performance except outcome orientation and team orientation
- ⇒ There is high relationship between culture and employees job satisfaction in this specific organization.
- ⇒ Employee's job satisfaction is negatively affected by the existing culture of the organization.

### 5.3 Limitation of the study

The following constraints are confronted by the researcher that somewhat hindered the full-fledged undertakings of the study.

- **Time:** - the time which is available for the researcher to undertake the study was inadequate that deadlines and time schedules are not met exactly.
- Reaching respondents at times when it is convenient for them was also contribute to the time factor.
- **Money:** - given the fact that the, the researcher is conducting the study covering all costs by him, it is obvious that money was one major constraint to make the study extensive and comprehensive.
- **Reluctance:** - management is expected to be reluctant to fully grant the researcher permission to question individuals, review the company's documents as much as the researcher desired it to.
- **Inexperience:** - due to the in-experience of the researcher on such comprehensive research, the researcher was face some difficulty of managing the research work and while utilizing data collection, measurement and Analysis Techniques

## 5.4 Recommendations

Based on the findings and Analysis of data collected, both primary and secondary, Via questionnaires, Interview and secondary data review, the researcher forward the following recommendations for the sake of the company and its Employees satisfaction, well being and productivity as well.

Promoting employees to be Innovative and Risk takers is an important aspect for the development of the organization, for it encourage the discoveries of new and innovation way of doing things (work Method); works may feel relaxed and not tightened; They will be encouraged to do things that pleases them and which results in benefit to the company. Therefore, with regard to the company's Innovation and risk taking advocacy, the organization should.

- ⇒ Lighten its tight control of works.
- ⇒ Remedy self initiative acts that may result in positive outcome to the company so that others will tend to do the same.
- ⇒ Reward and promote Employees coming up with new ideas.
- ⇒ Create harmonized relationship with subordinates.

Effectively communicating rules, regulations, policies and relevant information to workers adequately and in timely fashion will result in effective coordination between workers and management, between workers too and it will facilitate easy communication of work methods and standards. Hence the company should do the following.

- ⇒ Establish effective communication system, like periodic publications seminars, management Visit to workers work places.

Information centers should be established that dispatch & communicate periodic and update information to the management on what is going on with workers side and the other way.

An organization that considers its workers as a valuable asset will benefit itself as well as the employees. If the company takes a good care its employees then such an organization is which is called to be people oriented. People always would like to work in an organization that provides them with basic necessities plus they would like to have themselves considered valuable, this way they tend to alien their act to the attainment of the organizations' goals & objectives. In this regard, Heineken Brewery S.C should:-

- ⇒ Keep safety of workers in work places.
- ⇒ Focus on solving workers problems related with their jobs.
- ⇒ Give attention to each and every worker, if possible individually.
- ⇒ Give reward for workers based on the work load and respective performance.
- ⇒ And most importantly, managers or supervisors should provide their subordinated with adequate feedback on their job. This helps employee's think of themselves as being valued in the organization.

The degree to which employees are expected to exhibit precision, analysis and attention to details is one part of the company's culture that is exhibited poor result measures. Therefore the company should

- ⇒ Give due attention for detail of tasks performed by employees and make them to participate in planning those tasks. Workers that tend to show Aggressiveness, in its positive sense, are considered to be effective in the job Undertakings. Result of Aggressiveness Assessment questions reveals that, the one thing that the company is less good at. Therefore:-

- ⇒ From the workers side they should develop acceptable level of aggressiveness so they could get motivated to perform their duties.
- ⇒ The company should also promote and encourage such behavior to an acceptable degree as it creates sense of competence between workers.

A team is always distinguished by the fact that its members are people with complementary skills who are committed to a common purpose, set of performance, goals and approach for which they hold themselves mutually accountable. Therefore, assign jobs into teams has the aforementioned benefits to the company. Besides, it is a major opportunity for workers to satisfy their social needs. It is also an effective means for management to democratize their organization and increase their employee motivation. There for the company should continue keep assigning gobs in team and keep the team spirit.

In the future researches should be conducted in more advanced and intensive ways on this subject matter, so that future researches should eliminate limitations of this research and include other variables which can affect employee's job satisfaction to give a better picture and add on existing knowledge's.



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## **Appendix A: English Version Questionnaire**

This questionnaire is prepared to be filled out by employees of Heineken Brewery S.C Ethiopia. It is designed to collect data pertaining the company's organizational culture and how it affects the level of employees' job satisfaction; and to give you the chance to tell how you feel about your job, your organization's culture and what things you are satisfied with and what things you are not satisfied with.

On the basis of your response and those of people like you, we hope to get a better understanding of how organizational culture affects employees' job satisfaction.

The purpose of this questionnaire is purely acadamilical, and hence will result in no negative consequence in your present job.

Your honest and truth answers means a lot to this research. Therefore, we ask you to fill out this questionnaire with utmost honesty and we would like to extend in advance our thanks for your time and cooperation.

Note: Fill out the form (all of it) and have it with you .The researcher will come and collect it from your work place.

### **Biographical Information**

- |   |   |
|---|---|
| 1. Gender <input type="checkbox"/> Male <input type="checkbox"/> Female | 4.length of stay in the organization      |
| 2. Age: 18 <input type="checkbox"/>                                     | - Below 2 years <input type="checkbox"/>  |
| 30-39 <input type="checkbox"/>  | - 2-5 years <input type="checkbox"/>      |
| 40-49 <input type="checkbox"/>  | - 6-10 years <input type="checkbox"/>     |
| >50 <input type="checkbox"/>  | - > 10 years <input type="checkbox"/>     |
| 3. Highest Education Achieved   | 5. Your current position _____            |
| - Up to grad <input type="checkbox"/>                                   | 6. Length of stay in the current position |
| - <input type="checkbox"/>  | Grade _____ 10                            |
| (years)   |   |
| - Certificate <input type="checkbox"/>                                  |   |
| - Diploma <input type="checkbox"/>                                      |   |
| - Degree and Ab <input type="checkbox"/>                                |   |

Note: Circle the one you choose.

- |  |
|--|
| <p><b>1 = Strongly Disagree</b></p> <p><b>2 = Slightly Disagree</b></p> <p><b>3 = Neither Agree nor Disagree</b></p> <p><b>4 = Slightly Agree</b></p> <p><b>5 = Strongly agree</b></p> |
|--|

**I. Innovation and risk taking**

A. The organization encourages and supports innovation.

1      2      3      4      5

B. New and improved ways to do work are continually adopted.

1      2      3      4      5

C. When I do something risky, but which results in positive outcome, my superiors encourage me.

1      2      3      4      5

D. In my organization, I am allowed to decide in what way I should carryout my job.

1      2      3      4      5

**II. Outcome orientation**

A. In my organization, my superiors are concerned with whether I have completed my task or not than how I did it.

1      2      3      4      5

B. In my organization, there is a well defined criteria in evaluating performance.

1      2      3      4      5

C. My organization have performance oriented culture.

1      2      3      4      5

D. Performance evaluation is done in an objective manner in my organization.

1      2      3      4      5

**III. Stability and Communication**

A. My organization focuses on improving communication between management old staff as an important company objective.

1      2      3      4      5

B. There is proper channel for grievance handling in my organization.

1      2      3      4      5

C. Information is widely shared for every one to get what he/she needs.

1      2      3      4      5

D. Problem solving is done collectively in my organization.

1      2      3      4      5

**IV. People Orientation**

A. People are treated fairly in my organization.

1      2      3      4      5

B. People are considered to be most valuable assets of the organization.

1      2      3      4      5

C. People have adequate mentoring form superiors.

1      2      3      4      5

D. decisions in my organization are made taking into consideration the possible effect that it may bring to employees.

1      2      3      4      5

**V. Attention to detail**

A. Aggregate outcomes are more valued than details, in my organization.

1      2      3      4      5

B. My superiors care for details of the work I do, than simply the outcome.

1      2      3      4      5

C. In my organization people are evaluated based on how they did their job as well as based on the outcome.

1      2      3      4      5

D. In my organization strict control is exercised on workers.

1      2      3      4      5

**VI. Team Orientation**

A. I perform my job alone

1      2      3      4      5

B. usually tasks are assigned to workers in teams.

1      2      3      4      5

C. Rewards in my organization are based on groups' performance rather than individuals.

1      2      3      4      5

D. the organization is structured around teams than individuals.

1      2      3      4      5

**VII. Aggressiveness**

A. Co-workers support me in carrying out my job

1 2      3      4      5

B. There is stiff competition among workers in doing their jobs

1 2      3      4      5

C. Workers in my organization are in general aggressive

1 2      3      4      5

D. In my organization, workers are easy going instead of being competitors of one another

1 2      3      4      5

Ask yourself, how satisfied I am with this aspect of my job.

1= means I am “not satisfied” (this aspect of my job is much poorer than I would like it to be).

2= means I am only slightly satisfied (this aspect of my job is not quite what I would like it to be).

3= means I am satisfied (this aspect of my job is what I would like it to be).

4= means I am very satisfied (this aspect of my job is even better than I expected it to be).

5= means I am extremely satisfied (this aspect of my job is much better than I hoped it could be)

**On my present job, this is how I feel about for each statement circle a number.**

1. The policy and practices towards employee of the company.	1	2	3	4	5
2. The chance to be responsible for planning my work.	1	2	3	4	5
3. The chance to do different things from time to times.	1	2	3	4	5
4. The praise I get for doing a good job.	1	2	3	4	5
5. The working condition.	1	2	3	4	5
6. How my compares with that of other workers.	1	2	3	4	5
7. The personal relationships between my boss and his/her employees.	1	2	3	4	5
8. The way the company treats its employees.	1	2	3	4	5
9. My pay and the amount of work I do.	1	2	3	4	5
10. The recognition I get for the work I do.	1	2	3	4	5
11. The routine in my work.	1	2	3	4	5
12. The competence of my supervisor in making decision.	1	2	3	4	5
13. How my pay compares with that for similar jobs in Other companies.	1	2	3	4	5
14. The way employees are informed about company policies.	1	2	3	4	5
15. The chance to make use of my best ability.	1	2	3	4	5
16. The chance to try my own methods of doing the job.	1	2	3	4	5
17. The chance to be of service to other.	1	2	3	4	5
18. The chance to work alone on the job.	1	2	3	4	5
19. The chance of getting a head on this job.	1	2	3	4	5
20. The way my boss treats his/her employees.	1	2	3	4	5
21. The chance to do the kind of work that I do.	1	2	3	4	5
22. The way my boss takes care of the compliant of his/her employees.	1	2	3	4	5
23. The way the company's policies are put into practice.	1	2	3	4	5
24. The chance to work independently of others.	1	2	3	4	5
25. The way my boss provides help on hard problems.	1	2	3	4	5



**Appendix B: Amharic Version Questionnaire**

□□ □□□□ □□□□□□ □□□□□ □□□□ □□□□□□ □□□ □□□ □/□□ □□□□ □□□ □□□□ □□□□□ □□□□□ □□ □.□ □□□□□ □□□□ □□□ □□□□□ □□□□□□ □□□□ □□□□ □□□□□□ □□□□□

□እርስዎ እና እንደርስዎ ተመሳሳይ መጠይቅ □ሞሉ ሰራተኞች ምላሽ መሠረት የድርጅቱ የስራ ባህል እንዴት □□□□ኛ □ ላይ ተፅዕኖ እንደሚያሳድር ለመረዳት ያስችለናል።

እርስዎ □ዚህ መጠይቅ ላይ የሚሞሉዎቸው □ናቸውም መረጃዎች በሚስጥር እንደሚያዙና ለዚህ ጥናት ከተዘጋጀላቸው አላማ ውጪ ጥቅም ላይ እንደማይውሉ ልናረጋግጥልዎት እንወዳለን። በተጨማሪም መጠይቁ ለትምህርታዊ ምርምር ብቻ ስለተዘጋጀ የስራ ገበታ ላይ ም□ም አይነት ተፅዕኖ አያ□□□ም።

ትክክለኛውን መረጃ □መስጠት የተቻለውን ትብብር እንዲያደርጉልን እየጠየቅን □መልካም ትብብርዎ በቅድሚያ □□□□□□□□።

መጠይቅ የሚሞላው ሠው መረጃ

- 1. ያታ  ወንድ  ሴት
- 2. እድሜ 18-29   
30-   
40-   
>
- 3. የትምህርት ደረጃ: 8ኛ ክፍል   
እስከ 10ኛ ክፍል   
እስከ 12ኛ ክፍል   
ሰርተፍኬት   
ዲፕሎማ   
ደግሪ እና ከዚያበላይ

4. በድርጅቱ ውስጥ የነበረዎት ቆይታ:

- ከ2 ዓመት □ታች
- ከ3-5 ዓመት
- ከ6-10 ዓመት
- ከ10 ዓመት በላይ

5. አሁን የሚሠሩበት የስራ መደብ:

\_\_\_\_\_

6. አሁን ባሉበት የስራ መደብ የነበረዎት ቆይታ:

\_\_\_\_\_ ዓመት።

□□□ □□□□ □□□□□□ □□□

➤ መመሪያ

ከታች ለምርጫ የቀረቡት ቁጥሮች የሚተሉትን ይወክላሉ።

ለእያንዳንዱ ጥያቄ የመረጡትን ያግቡ።

❖ ፈጠራን ማበረታታት እና ሀላፊነትን □□□□

ሀ/ ድርጅቱ አዳዲስ ፈጠራዎችን ይደግፋል ያበረታታል።

1      2      3      4      5

ለ/ አዳዲስ እና የተሻሻሉ የአሠራር መንገዶች ሁሉም ተግባራዊ ሆኗል።

1      2      3      4      5

ሐ/ ድርጅቱን የሚጠበቅ ነገር ግን ለመከታተል አጠራጣሪ የሆኑ ስራዎችን ለሀላፊዎቹ ያበረታቱኛል።

1      2      3      4      5

መ/ የራሴን ስራ በፈጠራ መንገድ እንድሰራው ይፈቅድኛል።

1      2      3      4      5

❖ ወጤት ተኮር

ሀ/ ድርጅቱ ውስጥ ሀላፊዎቹ የበለጠ ትኩረት የሚሰጡት ስራውን እንዴት እንደተወጣሁት ሳይሆን ስራውን መጨረሱን ወይም አለመጨረሱን ብቻ ነው።

1      2      3      4      5

ለ/ በድርጅቱ ውስጥ በትክክለኛው መንገድ የተዘጋጀ የብቃት መመዘኛ አለ።

1      2      3      4      5

ሐ/ ድርጅቱ ውጭ ተኮር የስራ ባህል አለው።

1      2      3      4      5

መ/ በድርጅቱ ውስጥ የሰራተኛ ብቃት ምዘና □□□□ □□□□□ □□□□□□ □□□□□□።

1      2      3      4      5

❖ የተረጋጋ መንፈስና መልካም ግንኙነት ለመፍጠር

ሀ/ ድርጅቱ በአመራር እና በሰራተኞች መካከል መልካም ግንኙነት እንዲኖር የግብ እንድ አካል አድርጎ ይንቀሳቀሳል።

1      2      3      4      5

ለ/ በድርጅቱ ውስጥ ተገቢ የሆነ የሠራተኞች ቅሬታ ማስተናገጃ መንገድ አለ።

1      2      3      4      5

ሐ/ በድርጅቱ ውስጥ መረጃ በስፋት እና እንደተጠቃሚው ፍላጎት ለሁሉም ሰጥቷል።

1 =	□□□□□□
2 =	□□□□ □□□□□□
3 =	□□□□ □□□□□□
4 =	□□□□ □□□□□□
5 =	□□□□□□

1      2      3      4      5

መ/ ችግር ፈቺ መፍትሄዎች የሚሰጡትና ተግባራዊ የሚሆኑት  ጋራ ውሳኔ ነው።

1      2      3      4      5

❖ ለሠራተኞች ትኩረት መስጠት

ሀ/ በድርጅቱ ውስጥ ሠራተኞች የሚታዩት  ፍተሀዊ መልኩ ነው።

1      2      3      4      5

ለ/ በድርጅቱ ውስጥ ሰራተኞች ከማንኛውም በላይ የድርጅቱ ሀብት ተደርገው  ቆጠራሉ።

1      2      3      4      5

ሐ/ ሰራተኞች በቂ የሆነ የ ክርና የማገዝ አገልግሎት ከ ላይቻቸው ያገኛሉ።

1      2      3      4      5

መ/ በድርጅቱ ውስጥ የሚወሰንበት ውሳኔዎች ተግባር ላይ የሚውሉት በሰራተኛው ላይ ሊያመጡት የሚችሉት ተፅዕኖ በቅድሚያ ተፈተሽ ነው።

1      2      3      4      5

❖ ሀላፊዎች ለሰራዎች ጥልቀት የሚሰጡት ትኩረት

ሀ/ በድርጅቱ ውስጥ አጠቃላይ ውጤት ከጥቃቅን ግኝቶች ይልቅ ዋጋ ይሰጣሉ።

1      2      3      4      5

ለ/ አለቆቹ እኔ የሰራውን ስራ  ውጤት ብቻ ሳይሆን የሰራውን ጥልቅ ሂደቶች እንዴት እንዳከናወንኩ ያያሉ።

1      2      3      4      5

ሐ/ በድርጅቱ ሰራተኞች  መጡት ውጤት ብቻ ሳይሆን በሰራተኛው ስራ አይነትና ጥልቀትም ጭምር  ገመገማሉ።

1      2      3      4      5

መ/ በድርጅቱ ውስጥ ሠራተኞች የሚሠሩት ማንኛውም ስራ ቁጥጥር ይደረግባቸዋል።

1      2      3      4      5

❖ የሰራተኞች ተፈካካሪነት መንፈስ

ሀ/ በስራ ላይ የስራ ባልደረቦቹ ተገቢውን ድጋፍ ያደርጉልኛል።

1      2      3      4      5

ለ/ በሰራተኞች መካከል የስራን ውጤት ለማሳደግ ውድድር ይታያል።

1      2      3      4      5

ሐ/ በድርጅቱ ውስጥ የሚገኙ ሠራተኞች በአጠቃላይ የስራ ውጤትን ለማሳደግ ይተጋሉ።

1      2      3      4      5

መ/ የድርጅቱ ሠራተኞች እርስ በእርስ ለስራ ውጤት ከመወዳደር ይልቅ ተደጋገፈው መስራትን  መርጧል።

1      2      3      4      5

❖ **ሥራን በጋር ስለመከወን**

ሀ/ ስራዬን የምከውነው ለብቻዬ ነው።

1      2      3      4      5

ለ/ በአብዛኛው ስራዎች በጋር/ በቡድን እንዲሰሩ ይመደባሉ።

1      2      3      4      5

ሐ/ በድርጅቱ ውስጥ ሽልማቶች የሚሰጡት  ግል የስራ ውጤት ሳይሆን በቡድን የስራ ውጤት ላይ ተመርኩዘው ነው

1      2      3      4      5

መ/ ድርጅቱ የተዋቀረው ስራን በቡድን መስራት በሚያስችል መልኩ ነው።

1      2      3      4      5

**መመሪያ**

ለእያንዳንዱ ጥያቄዎች ምላሽ ከፊትለፊታቸው ከሚገኙት አማራጮች መካከል በመረጡት ላይ በማክበብ መልስ ይሰጡ።

- |     |        |     |                          |                          |                          |                          |                          |                          |                          |
|-----|--------|-----|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 1.  | በ      | 1 = | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2.  | የ      | 2 = | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3.  | በ      | 3 = | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4.  | ጥሩ     | 4 = | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 5.  | በምስራብ  | 5 = | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 6.  | የሚከፈለኝ |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 7.  | በኔና    |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 8.  | ድርጅቱ   |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 9.  | ከድርጅቱ  |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. |        |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. | በስራዬ   |     | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

1	2	3	4	5
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1	2	3	4	5
1	2	3	4	5
1	2	3	4	5
1	2	3	4	5

12. <input type="checkbox"/> አለ <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	1	2	3	4	5
13. የማገኘው ክፍያ <input type="checkbox"/> ሌላ ድርጅት በተመሳሳይ ቦታ ከሚሠሩ ሠራተኞች ጋር ሲነፃፀር	1	2	3	4	5
14. ድርጅቱ ፖሊሲዎችንና መመሪያዎችን የሚያሳውቅበት መንገድ	1	2	3	4	5
15. ስራዬ ችሎታዬን አውጥቼ እንድጠቀም በሰጠኝ አጋጣሚ	1	2	3	4	5
16. የራሴን መንገድ ተጠቅሜ ስራዬን መስራት በመቻሌ	1	2	3	4	5
17. ሌሎች ሠራተኞችን ለመርዳት ባለኝ አጋጣሚ	1	2	3	4	5
18. ስራዬን በነፃነት በመስራቴ	1	2	3	4	5
19. በሙያዬ ያለኝ መሻሻልና እድገት	1	2	3	4	5
20. አለቆቼ ያቸውን እውቀትና ልምድ የሚያካፍሉበት መንገድ	1	2	3	4	5
21. የምፈልገውን አይነት ስራ ለመስራት በመቻሌ	1	2	3	4	5
22. አለቆቼ ለሠራተኞች ቅሬታ በሚሰጡት ምላሽ	1	2	3	4	5
23. የድርጅቱ ፖሊሲዎች <input type="checkbox"/> ሚተገበሩበት መንገድ	1	2	3	4	5
24. ሌሎች ሠራተኞች ላይ ጥገኛ ሳልሆን ስራዬን በመስራቴ	1	2	3	4	5
25. አለ <input type="checkbox"/> <input type="checkbox"/> በአስቸጋሪ ሁኔታዎች ውስጥ ለሰራተኞች <input type="checkbox"/> ሚሠጡት ድጋፍ	1	2	3	4	5

**Appendix C: Interview with management and Employee Representatives**

1. How do you explain the existing organizational culture with respect to the seven dimensions of organizational culture?
2. Do you believe these cultural dimensions are part of the existing culture of the organization?
3. Do you think the employees understand the existing organizational culture?
4. How do you rate the level of employee’s job satisfaction in relation with existing culture satisfied/dissatisfied?
5. What are your reasons to say employees are satisfied or not?

## **DECLARATION**

I Natnael Abel, hereby declare that the thesis entitled “ The Impact of Organizational Culture on Employees Job Satisfaction: The case of Heineken Brewery S.C Ethiopia” is my original work and submitted by me for the award of the Degree in Master of Business Administration of St. Mary University school of graduates study at Addis Ababa and it hasn't been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution and that all sources of material used for the study have been appropriately acknowledged.

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Name

St. Mary's University, Addis Ababa

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Signature

June,2015

### **ENDORSEMENT**

This is to certify that Mr. Natnael Abel has completed his thesis work entitled “the impact of organizational culture on employee’s job satisfaction: the case of Heineken Brewery S.C Ethiopia”. As I have evaluated, his research is original work and appropriate to be submitted as a partial fulfillment requirement for the Award of Degree in Masters of Business Administration.

Advisor: -----

Signature :-----

Date:-----

