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St. Mary's University, Ethiopia

School of Graduate Studies

ASSESSMENT ON ORGANIZATIONAL CULTURE
THE CASE OF COMMERCIAL BANK OF ETHIOPIA

BY

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ID No. SGS/0042/2008A

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June, 2017

Addis Ababa, Ethiopia

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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

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Declaration

I, the undersigned, declare that this thesis entitled “Assessment on organizational culture The case of Commercial Bank of Ethiopia” Submitted by me to undertake a research in partial fulfillment of the requirements for the award of the Degree of Master of Business Administration (MBA) to the School of Graduate Studies, St. Marry University, is my original work, has not been presented for degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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ABSTRACT

An organizational culture is a system of shared beliefs and attitudes of its members. Every organization is assumed to have its own culture - organizational culture, which is hidden and difficult to identify. The purpose of this study was to assess the role of organizational culture on employee's commitment at Commercial Bank of Ethiopia. In this study, descriptive survey design was used. Descriptive study is relevant to obtain information concerning the status of the phenomena as it appears. Structured questionnaire was employed to collect primary data from the sampled respondent. In addition, the secondary data were collected from relevant, potential documents located in different resources centers, including documentary analyses of Commercial Bank of Ethiopia using. For this study a simple random sampling was used, 152 employees were selected as the sample of the study. The standardized measurement scales were adapted and distributed to 152 employees in the form of questioners but, 143 respondents filled and replied were found valid for analysis. The quantitative data collected was analyzed by SPSS using descriptive statistical technique and presented as frequency distributions in terms of frequencies, percentages and also measures of central tendency. Most of the respondents believed that internal communication is high while the rest them did not strongly share the Bank's vision, strategies, policies, procedures, rules and regulations and believe that decision making process is unfair and opaque. The contribution of the current culture on increasing employee's commitment is weak. The role of organizational culture dimensions (autonomy, trust, team work/cohesion, reward and recognition, support and fairness,) is vital. Therefore, the Bank should create the right dominant culture comprised of all organizational directions. The concerned Officials and stakeholders should develop a system which brings about cultural changes in the Bank and then these enables to create an asset of committed and satisfied employees.

Key words: Organizational Culture,

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The principal competitive advantage of successful organizations is their culture. Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and is passed on to the incoming employees. It is the very thread that holds the organization together. Different studies showed leadership and organizational culture to have a significant influence on organizational employee commitment and job satisfaction (Lok and Crawford, 2014,). If a leader and his style are seen as trustworthy, employees are willing to follow that leader in accomplishing the organization's goals. This leads to positive results for the organization culture which in time affects job satisfaction and organizational employee commitment. In the case of organizational culture, having a set of values and beliefs which are commonly shared creates affinity and a connection with the organization (O' Reilly, 2007) because people then identify with the organization and want to be part of the collective and they are also more likely to have values which benefit the organization. Organizational culture is the shared understanding of the beliefs, values, norms and philosophies of how things work (Wallach, 2007). Employee commitments (their behavior and job satisfaction), their expectations and their performance will determine if the implementation of plans, policies and strategies is successful and if the organization will be competitive.

Organizational culture, according to Shien (1989, p. 273), is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. It has been defined as, "the specific collection of values and norms that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders that are outside of the organization.

Organizational culture is pervasive and powerful for employees: - it is either the glue that bonds people to an organization or what drives them away. It comprises the attitudes, experiences, beliefs, and values of the organization, acquired through social learning, that control the way individuals and groups in the organization interact with one another and with parties outside it. It is the premier competitive advantage of high-performance organizations. (Berukwillgene 2014)

Sadly, for others, organizational culture is the most difficult attribute to change: it outlives founders, leaders, managers, products, services, and well-nigh the rest. It is best improved by organizational learning for change. Organizational culture and employee commitment are closely related. Simply stated, commitment is the art of giving the company's products and/or services to the customer at the lowest possible cost/ initiative. But it is more than that - it is related to quality, to customer needs and to labor relations. In other words, commitment and good management are inseparable. It has been argued that productivity is a result of motivation, and motivation thrives in a good climate. (Devide M.2008 Pp214)

An organization's culture encompasses everything it does and everything it makes. That is, it not only affects the manner in which managers manage (and consequently shape employee behavior), but it also affects the way in which the organization processes its product and provides services to its customers. As known, organizational culture has major impact on the performance of organizations and especially on the quality work life experienced by the employees at all level of the organizational hierarchy. However, of all other management issues, organizational culture has been greatly overlooked. In organization, culture has a dominant influence on people's behavior and, hence, on their work attitude.

Organizational culture is a quiet, but driving, influence on our perception of a company, whether as a consumer or as an employee. For instance, we think of Google as innovative. Organizational culture is a communicatively constructed, historically based system of assumptions, values, and interpretive frameworks that guide and constrain organizational members as they perform their organizational roles and confronts the challenges of their environment. Organizational culture provides meanings for routine organizational events, thereby reducing the amount of cognitive processing and energy members need to expend throughout the day.

Bank employees have perhaps felt the maximum work pressure and have to deliver timely service in order to meet organizational goals and ensure customer satisfaction.

Increased use of technologies and equipment, online bank transactions, increased banking habits of customers, growth of economic conditions and soon is cause to create more stress and decreased quality on work life. Banking hours is now increased in order to cope up the increased expectation of services of customers. The responsibility of the bank employees is somewhat more rather than other corporate workers. The bank employees are dealing money related products and pertaining to more stress and less quality to their working life in the bank.

1.2. Statement of the Problem

The company now faces major challenges in preventing the loss of employees to its competitors, as well as changing technology in manufacturing processes. These challenges have, therefore, created the need to change the organization's culture to be more supportive to the newer technology, while, at the same time, finding innovative ways of retaining talent. According to Costly and Todd (1987:13), "people work for money, but they also work for more than money. Most employees want to be proud of their organizations, to have a good relationship with other employees and managers and to believe they have worthwhile jobs. Many factors influence both individuals and groups in organizations, but not all are considered when trying to understand the behavior of people at work. Among those that are most frequently overlooked are the environment and culture of the organizations with which individuals are associated. Organizations develop a brilliant strategy and then fail to execute; they embark on a major change that does not get successfully implemented or takes too long. A leader who has sat at the executive table, where good decisions are made; agreement is achieved; commitments are made; s/he may watch, get perplexed, as little or nothing happens. Creative idea and innovative plans become stymied by bureaucratic process and energy draining efforts. In most cases, the cause of all these is the absence of a performance culture (Reid & Hubbel, 2005, p. 125). Several empirical studies have also supported the existence of positive link between organizational culture and performance (Kotter & Heskett, 1992, P. 202).

Hence, a high degree of organizational performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors (Cameron & Quinn, 1999, P 160).

According to the student researcher preliminary interviews, most of the employees have problems related to commitment based on the culture. They said that participation is not clear and decisions are centralized, the rewarding system is not enough to motivate them and the like. As a result, employee participation, openness to communication, risk taking and innovation, customer service

orientation & reward system are directly related to organizational cultural on the performance of the organization.

Therefore, the objective of this study was to assess organization culture in Commercial Bank of Ethiopia, especially in Addis Ababa. As well as to see organization culture experienced in the organization and fill the gap that currently exists in the area of this concept.

1.3. Research Questions

The following are the basic research questions addressed by the researcher;

1. What are the dominant cultures at Commercial Bank of Ethiopia in the current situation?
2. What are the contributions of current organizational culture?
3. What are the factors that determine organizational culture?

1.4. Objectives of the Study

1.4.1. General objective

The general objective of the research is: - to assess organizational culture: the case of Commercial Bank of Ethiopia.

1.4.2. Specific objectives

The specific objective of the study is: -

- ✓ To identify the existing dominant culture at Commercial Bank of Ethiopia in its current situation;
- ✓ To examine the contributions of the current organizational culture;
- ✓ To asses factors that determine organizational culture.

1.5. Significances of the Study

As the research focuses on assessment of organizational culture, the finding of the study will help the concerned Commercial Bank of Ethiopia managers and other related bodies to solve out real problem and to increase the performance of the organization by retaining the skilled manpower and to reduce the level of turnover in the long run.

Organizational culture helps employee of the organization by determining who shall receive merit increase, counsels on their improvement, training needs, promotion, and identifies those who should be transferred. To this end, it might indicate the appropriate ways of increasing performance and best cultural practices to Commercial Bank of Ethiopia.

- ✓ It provides the management body with an insight to make adjustment on existing organizational culture in light of individual and organizational development.
- ✓ It provides feasible solutions for the problem identified.
- ✓ It also helps researchers in provision of information as secondary data for future use in the academic arena.
- ✓ It used to fulfill the MBA for the researcher and better knowledge in research.

1.6. Scope of the Study

The study was focused on selected branches of Commercial Bank of Ethiopia in Addis Ababa because it was difficult to manage all branches located overall the country. Also within Addis Ababa area the study was focused on employees mainly customer service and operational level employees in ten branches of Commercial Bank of Ethiopia and would not necessarily reflect the employees of the organization as a whole because of time and financial constraints. In addition, the study was focused only on organizational culture that is based on employee participation, openness to communication, risk taking and innovation, customer service orientation and reward system regardless of various organizational behavior problems facing the organization as the vastness of the field for reliable conclusion. The survey used was a cross sectional design, conducted at a single point in time and therefore causal or longitudinal inferences cannot be made.

1.7. Definition of Key Terms

Organizational Culture: the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

Trust: one's expectations, assumptions or beliefs about the likelihood that another's future actions will be beneficial or at least not detrimental to ones interests.

Reward and Recognition: are methods organizations use to make employees feel respected and valued.

Support: it is seen as a guarantee that the organization will help the employee when they need any aid to run their jobs and tasks effectively and easily handle the nerve-wracking conditions.

Autonomy: freedom or independence to use power without any fear. It means giving freedom to the employee to enjoy power of a position but within certain limits set by the organization.

Fairness: it is person's conception and reaction towards the justice in an organization.

Teamwork: a cooperative process that allows ordinary people to achieve extraordinary results.

1.8. Organization of the Study

The study was divided into five chapters: - chapter one was including the above and this section, that is background, statement of the problems, objectives of the study, significant of the study and organization of the study chapter two elaborated the review of literature and conceptual framework of the study, chapter three provided the research methodology part, chapter four illustrates the research findings, analysis and discussion lastly chapter five is about the summary of major findings ,conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

This part of the study address relevant conceptual issues, theoretical framework and empirical review related to the topic of the study. It includes the definition and concept such as organizational culture, employees commitment and relationships between organizational culture and employees' commitment by focusing on previous research in this area and present reviewed literature relevant to this study.

2.2 Definitions/Concepts and Importance of Organizational Culture

In this section two major issues are covered namely scholars view of the definitions/concepts of organizational culture and its importance.

2.2.1. Definitions/Concepts of Organizational Culture

There is no single definition for organizational culture. The topic has been studied from a variety of perspectives ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment. The following definitions are views of authors from the applied sciences' disciplines and are more relevant to the scope of this research document.

Robbins (2000:34) postulates that culture, as a concept, has had a long and checkered history. In the last decade, it has been used by some organizational researchers and managers to indicate the climate and practices that organizations develop around their handling of people or to refer to the espoused values and credo of an organization. Schein (1999:200) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Mullins (1999:53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization. Aswathappa (2003:479) refers to culture as a, “complex whole which includes knowledge, belief, art, morals, law, custom, and other capabilities and habits acquired by man in a society”. Collins and Porras (2000:338) state that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations.

They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organization’s culture can be captured in seven primary characteristics. These characteristics are: Innovation and risk taking (the degree to which employees are encouraged to be innovative and take risks); attention to detail (the degree to which employees are expected to exhibit precision analysis and attention to detail); outcome orientation (the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve those outcomes); people orientation (the degree to which management decisions take into consideration the effect of outcomes on people within the organization); team orientation (the degree to which work activities are organized around teams rather than individuals); aggressiveness (the degree to which people are aggressive and competitive rather than easy going); and stability (the degree to which organizational activities emphasize maintaining the status quo in contrast to growth).

Each of these characteristics exists on a continuum from low to high, apprising the organization on these seven characteristics, gives a composite picture of the organization’s culture. Moorhead and Griffin (1995:628), authors of books on organizational culture, feel compelled to develop their own definitions of culture. These may vary from the very broad definitions to the highly specific. Most definitions refer to some sort of values, beliefs, and attitudes that are held by individuals and the organization. Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values according to Moorhead and Griffin (1995:626), help employees understand how they should act in the organizations. Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any business enterprise.

It is widely accepted that within an organization, a dominant culture that expresses the core values that are shared by a majority of the organization's members exist alongside with smaller sub cultures which reflect common problems, situations or experiences that contain groups of members face. For many researchers, culture is a set of values, belief, systems and norms that are inherent in an organization and to which the members of the organizations adhere to and taught to new members. All of the definitions listed above revolve around the fact that there is a shared understanding of the general behaviors and values that are acceptable in within the organization. Thus it can be said that organizational culture is a bound that holds members together it is what makes them think and act as one.

2.2.2. The Cultural Web

Mullins (1999:806) presents a cultural web, which brings together different aspects for the analysis of organizational culture. The different aspects of the cultural web are as follows:

- **Routines;** the ways that members of the organization behave towards each other and towards those outside the organization and which make up how things are done or how things should happen;
- **Rituals;** the special events through which the organization emphasizes what is particularly important and can include formal organizational processes and informal processes;
- **Stories;** told by members of the organization which embed the present and flag up important events and personalities, and typically have to do with success, failures, heroes, villains, and mavericks;
- **Symbols;** such as logos, offices, cars, titles, type of language or terminology commonly used which becomes a shorthand representation of the nature of the organization;
- **Power structures;** the most powerful individuals or groups in the organization which may be based on management position and seniority, but, in some organizations, power can be lodged with other levels or functions;
- **Control Systems;** the measurement and reward systems that emphasize what it is important to monitor, and to focus attention and activity upon - for example, stewardship of funds or quality of service; and
- **Organization structure;** which reflects power structures and delineate important relationships and activities within the organization, and involves both formal structure and control and less formal systems.

All of these aspects, which make up the cultural web, help define and develop the culture of an organization. An organization's culture can be disseminated by analyzing each aspect of the cultural web.

2.2.3. Levels of Organizational Culture

Organizational culture exists on several levels, which differ in terms of visibility and resistance to change. When it comes to changing the culture of the organization, it becomes difficult to determine which the more are, and which are the less important elements that help shape an organization's culture.

Hofstede (1990) developed a four - layered hierarchical model of culture which helps to identify and categories the constituent elements of culture.

- The least visible or deepest level is that of basic **shared assumptions**, which represents beliefs about reliability and human nature that are taken for granted.
- The next level of culture is that of **cultural values**, which represent collective beliefs, assumptions, and feelings about what things are good, normal, rational, and valuable. Cultural values might be very different in different organizations; in some, employees may care deeply about money, but, in others, they may care more about technological innovation or employee well-being.
- The next level is that of **shared behaviors**, including norms, which are more visible and somewhat easier to change than values. The reason is that people may be unaware of the values that bind them together.
- The most superficial level of organizational culture consists of symbols. **Cultural symbols** are words (jargon or slang), gestures, and pictures or other physical objects that carry a particular meaning within a culture (Hellriegel *et al.*, 2001:512).

2.2.4. The Importance of Organizational Culture

Mullins (1999) attests that culture helps to account for variations among organizations and managers, both nationally and internationally. Culture helps to explain why different groups of people perceive things in their own way and perform things differently from other groups. Culture can help reduce complexity and uncertainty. It provides a consistency in outlook and values, and makes possible the process of decision-making, co-ordination and control. There is nothing accidental about cultural strengths there is a relationship between an organizations culture and its performance.

It becomes more important because maximizing the value of employees as intellectual assets requires a culture that promotes their intellectual participation and facilitates both individual and organizational learning, new knowledge creation and application, and willingness to share knowledge with others. Saiyadin (2003:258) explains that culture performs the following functions:-

- ❖ Culture supplements rational management: creation of work culture is a time consuming process. Therefore, organizational culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings and language, and, thereby supplements the rational management tools such as technology and structure;
- ❖ Culture facilitates induction and socialization: induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization; its cultural norms, and undefined conduct. The newcomer imbibes the culture of the organization, which may involve changing his / her attitudes and beliefs to achieving an internalized commitment to the organization.
- ❖ Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way. Where culture has been fully assimilated by people, they persistently indulge in a typical behavior in a spontaneous way. Promotion of the culture of quality can help achieve good business results; and
- ❖ Sub-cultures contribute to organizational diversity: sub-cultures, and sub-systems of values and assumptions, which may be based on departmentalization, activity centers, or geographical locations, provide meaning to the interests of localized, specific groups of people within the macro organization.
- ❖ Sub-cultures can affect the organization in many ways: (i) they may perpetuate and strengthen the existing culture; (ii) they may promote something very different from those existing; (iii) they may promote a totally opposite sub-culture (beliefs and values) or counter culture when in a difficult situation.

Schein (1999: 110) suggests that organizational culture is even more important today than it was in the past. Increased competition, globalization, mergers, acquisitions, alliances and various workforce developments have created a greater need for:

- Co-ordination and integration across organizational units in order to improve efficiency, quality, and speed of designing, manufacturing and delivering products and services;
- Product and strategy innovation;
- Process innovation and the ability to successfully introduce new technologies and programs;
- Effective management of dispersed work units and increase workforce diversity;
- Cross cultural management of global enterprises and multinational partnerships;
- Construction of net or hybrid cultures that merge aspects of culture from what were distinct organizations prior to an acquisition or merger;
- Management of workforce diversity; and
- Facilitation and support of teamwork.

2.3. Dimension of Organizational Culture

Martins and Martins (2003) define organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Arnold (2005) indicates that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. These two definitions suggest that organizational culture distinguishes one organization from another. Werner (2007) states that organizational leaders need to determine what type of culture will reflect the organizational vision and values identify the appropriate behavior to shape such a culture and then develop strategies to instill these behaviors across the entire organization. Organizational culture is therefore to an organization what personality is to an individual (Johnson 1990).

Schein (1985) describes organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. This description highlights that organizational culture comprises created assumptions, which are accepted as a way of doing things and are passed on to new members of an organization. For new employees, this would mean adaptive behavior within the organization, leading to new belief systems. This new and adaptive behavior, instilled through organizational

values and beliefs, is associated with rituals, myths and symbols to reinforce the core assumptions of organizational culture (Hofstede 1991).

2.3.1. Employees' Perception of Trust on Manager

Trust can be defined as one's expectations, assumptions or beliefs about the likelihood that another's future actions will be beneficial or at least not detrimental to one's interests (Robinson, 1996, cited in Sanna Malinen, et.al, 2013). Rousseau *et al.* (1998) explained trust as a psychological state comprising the intention to be vulnerable based upon positive expectations about the intentions or behavior an expectation that one can rely on another person's words and actions and that the person has good intentions toward oneself (Dirks, 2000,) and a subjective state of positive expectations regarding another person's goodwill in a risky situation. According to Mayer and Gavin (2005) trust in management, particularly during times of uncertainty is likely to influence one's commitment in the organization. Trust is fundamental to the existence of healthy working relationships. Scott and LePine (2007) in their meta-analysis of 132 trust studies concluded that trust is a vital component of effective working relationships.

2.3.2. Employees' Perception of Rewards and Recognition

Rewards refer to all the benefits, financial and non-financial; that an employee obtains through his/her employment relationship with an organization (Newman, 2010). Reward identifies the feeling of being rewarded fairly and equitably as well as the perceived organization's promotion policies. If an employee feels that he or she is unlikely to obtain a good evaluation or promotion even after having great endeavors in such a working environment, he or she will probably search for another job elsewhere (Jeswani & Dave, 2012).

Meyer and Allen (1997) explained that, the positive impact of reward, such as pay and incentives on work attitudes can be derived from the argument that an individual's perception of being valued by the organization may be significantly influenced by the organization's reward for the individual's effort. According to Saks (2006) greater incentives and recognitions of the employees' performance, contribute that employees might be satisfied in their mind and also this workplace was fit to them.

2.3.3. Employees' Perception of Support

Eisenberger (1986) demonstrated that individuals tend to form global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Organ(1988) suggest that employees with higher levels of perceived organizational support are likely to be more committed and possibly more willing to engage in extra role or organizational citizenship behavior, than those employees who feel that the organization does not value them as highly. According to (Oldham, 1976) satisfaction with supervision is likely to be an important predictor of organizational commitment of employees, because supervisors create much of a subordinates work environment they might be described as representing the organization to the subordinate.

2.3.4. Employees' Perception of Autonomy

According to Choudhur(2011) autonomy refers to freedom or independence to use power without any fear. It means giving freedom to the employee to enjoy power of a position but within certain limits set by the organization. Newman (2010) also defines autonomy as the ability of the employee to determine the way and manner in which they carry out their job. It is an important intrinsic motivator and should be positively related to commitment as it helps to satisfy the internal psychological needs of the individual employees. According to Oldham (1976) autonomy refers to the ability of the employee to determine the way and manner in which they carry out their job. Mathiew & Zajac(1994) if management only emphasizes discipline, authority, and control, commitment to the organization will be eroded, or it simply will not develop in the first place. This implies that organizational commitment and autonomy are positively related.

2.3.5. Employees' Perception of Fairness

Employees are concerned with both the fairness of the outcomes that they receive and the fairness of their treatment within the organization (Williams, 2002). The first fairness perception is distributive justice, and it addresses the organizational reward system (i.e., equity theory). Organ (1990) suggested that perceived procedural unfairness alters an employee's relationship with the organization from one of social exchange (i.e., diffuse obligations based on reciprocal trust), in which citizenship behaviors are likely to be one of economic exchange (i.e., contractual obligations and precise terms of exchange), to one in which the employee does only what is

required. Aquino (1995) has explained that interactional justice is in action when the supervisor gives an accurate performance rating. Greenberg (1991) proposed that the employees view toward justice is correlated with turnover. According to Aquino (1995) interactional justice has an effect on trust in management, organizational commitment, and withdrawal behaviors.

2.3.6. Employees' Perception of Cohesion Team workers

Hosseini (2012) defined teamwork as a cooperative process that allows ordinary people to achieve extraordinary results. Teamwork relies upon individuals working together in a cooperative environment to achieve common team goals through sharing knowledge and skills (Harris & Harris 1996). According to Steers (1977) opportunities for social interaction positively correlated with feelings of commitment. Satisfaction with co-workers is taken as an index of how employees value the nature of working relationships with co-workers, which in turn is expected to positively relate to commitment. Astri (2011) also stated that, teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

In terms of the purpose it entails to achieve this study was using a descriptive research design to describe the state of organizational culture with particular reference to Commercial bank of Ethiopia. To this effect cross-sectional design was used which allows the collection and use of one time data from a variety of people, subjects, or phenomena. It means that the data is collected all at the same time (or within a short time frame). Regarding the procedures of primary data collection, the structured questionnaires which consist of close-ended questions were distributed to the sampled employees of the Bank. In order to analyze the quantitative data collected, the student researcher used SPSS 20 version and interprets using descriptive statistical techniques, such as frequency distribution, as well as measures of central tendency.

3.2. Population and Sampling Techniques

According to Hair & Robeson (2006), target population is said to be a specified group of people or object for which questions can be asked or observation made to develop required data structures and information. For this research, employees of the selected Commercial Bank of Ethiopia found in Addis Ababa working at customer service and operational level were the target population.

The sampling method was simple random sampling because the population is homogeneous. Accordingly, out of total population of 595 the researcher distributed questionnaires for 152 professional customer service and operational officers who hold a non-managerial position in those selected Commercial Bank of Ethiopia branches. To calculate sample size, simplified formula provided by Taro Yamane (1967) is used. i.e.

$$n = \frac{595}{1 + 595 (7\%)^2} = \underline{\underline{152}}$$

Where, n = number of sample size,

N = Total number of study population,

e = level of confidence to have in the data or degree of freedom which is 93% for this study.

3.3. Data Sources and Collection Tools

Primary source of data was collected to study the research. The information gathered through questionnaires from the sample chosen respondents was from primary data. According to Biggam (2008), primary data is the information that the researcher finds out by him/her regarding a specific topic. The questionnaire helped to gather the primary data from the customer service and operational officer employees of the selected Commercial Bank of Ethiopia, which was distributed by the researcher to the respondents. For the purpose of this study, close-ended items were used to measure the role of organizational culture on employees' commitment. The Likert item method was used to range the gathered primary data to range from 1-5 respectively.

3.4. Data Analysis

It is necessary to employ statistical techniques to analyze the information, as this study is quantitative in nature. Data was entered and analyzed using SPSS 20 version which used descriptive statistical tools to align with the objectives of the research, such as frequency distribution, as well as measures of central tendency.

3.5. Validity of Questionnaires

Hair et al. (2007) defined the validity as “the degree to which a measure accurately represents what is supposed to”. Validity is concerned with how well the concepts are defined by the measure(s). However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate. The student researcher used supervisors from the Bank and other researchers in order to measure the validity of the questionnaires.

3.6. Reliability Analysis

Reliability Statistics

Cronbach's Alpha	N of Items
.938	33

To measure the consistency of the questionnaire particularly the Likert-type scale the reliability analysis is essential in reflecting the overall reliability of constructs that it is measuring. To carry out the reliability analysis, Cronbach's Alpha (α) is the most common measure of scale reliability and a value greater than 0.700 is very acceptable (Field, 2009; Cohen and Sayag, 2010) and according to Cronbach's (1951), a reliability value (α) greater than 0.600 is also acceptable. Also my questionnaire is reliable because its Cronbach's Alpha is .938

CHAPTER FOUR

RESEARCH FINDINGS, ANALYSIS AND DISCUSSION

4.1. Introduction

As indicated in the previous chapter, the main attempt of this study is to assess organizational culture. Therefore, this chapter presents the analysis and discussions on the research findings obtained through survey method by the use of a survey questionnaire. It reports results obtained from customer service and operational level officers in Commercial Bank of Ethiopia. The discussion begins with the questionnaires' response rate followed by the descriptive statistics of the respondents' reflections to the questions asked and the results are presented along with the analysis and discussion.

4.2. Descriptive Statistics

4.2.1 Response Rate

The questionnaires were distributed to customer service and operational level employees in Commercial Bank of Ethiopia. For these, 152 questionnaires are distributed from which 143 questionnaires were collected this reveals that 94% of the respondents return the papers to the student researcher.

4.2.2 Respondents Profile

Table: 4.1 Respondents Demographic Background

Item	Category	Frequency	Percentage
Gender	Male	65	45.45%
	Female	78	53.79%
	Total	143	100%
Age	20-30	80	55.9%
	31-40	50	34.9%
	41-50	12	8.3%
	50 & above	1	0.06%
	Total	143	100%
Educational Level	College diploma	40	27.9%
	First degree	93	65%
	Masters degree	10	0.6%
	Total	143	100%
Year of Experience	0-5	37	25.8%
	6-10	61	42.65%
	11-15	39	27.2%
	Above 16	6	4.1%
	Total	143	100

Source; output of SPSS 20

The table given above describes the general findings regarding the respondents' gender, age, level of education, year of experience. In terms of the gender of respondents, 65(45.4%) were males and 78(53.79%) were females, this means its more or less fair distribution with a little domination from the females. The majority of the ages of respondents fall under the age of 20-30(80, 55.9%), 31-40(50, 34.9%), 41-50(12, 8.3%), and the rest falls in the age interval of 50 and above (1, 0.06%) which explains that most of the respondents composed of young adults. When we come to the level of education, 93(65%) of the respondents have first degree, 40(27.9%) of the respondents have college diploma and the rest 10(0.6%) hold master's degree. This indicates that almost all of the respondents were found to be either diploma or bachelor's degree holders. According to the respondents' year of experience, 61(42.65%) of them have 6-10 years' experience, 39(27.2%) has 11-15 years of experience, 37(25.8%) has maximum of five years' experience and the rest 6(4.1%) has above 16 years of experience, this reflects that the majority of them have relatively short length of work experience.

4.2.3. Employee's perception about Culture of the Bank

Table: 4.2 Respondents perception about the culture of the Bank

Items		SD	D	N	A	SA	Total	Mean	St. Dev
Shared vision, strategies, policies, rules and regulations are strong	F	60	0	49	34	0	143	2.2657	1.25008
	%	41.9	0	34.3	23.8	0	100		
Composition, dynamic and synergy of teams is strong	F	19	16	53	39	16	143	4.3636	0.48274
	%	13.3	11.2	37	27.3	11.2	100		
Internal communication is high	F	19	20	16	54	34	143	4.3636	0.48274
	%	13.3	13.9	11.2	37.8	23.8	100		
Decision making process is fair and transparent	F	60	0	49	34	0	143	2.6923	1.22320
	%	41.9	0	34.3	23.8	0	100		
Aggregate mean		3.4213							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

From the above table on the fact that shared vision, strategies, policies, rules and regulations remarked as strong 60(41.9%) strongly disagreed, 49(34.3%) of them neither agree or disagree and the rest 34(23.8%) agreed. Regarding strong composition, dynamic and synergy of teams 53(37.1%) of the respondents are neutral, 39(27.3%) agreed, 19(13.3%) strongly disagreed and by the same 16(11.2%) the rest respondents disagreed and strongly agreed. On the theme about high internal communication 54(37.8%) of the respondents agreed, 34(23.8%) strongly agreed. Meanwhile, 20(13.9%) disagreed, 19(13.3%) strongly disagreed and the rest 16(11.2%) neither agreed nor disagreed. On the other hand, 60(42%) of the respondent strongly disagreed about fairness and transparency of decision making process and 49(34.3%) neither agreed nor disagreed while 34(23.8%) agreed. Hence, a high degree of organizational performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors' (Cameron & Quinn, 1999, P 160). Therefore, the bank should use this high internal communication and strong composition, dynamic and synergy of teams to promote shared vision, strategies, policies, rules and regulations. However, there is a lot of work left to do on decision making process which needs openness as well as fairness.

4.2.4. Employee's perception about contribution of the current culture

Table: 4.3 Respondents perception about contribution of the current culture

Items		SD	D	N	A	SA	Total	Mean	St. Dev
The culture promotes accountability	F	0	20	55	64	4	143	2.6364	0.48274
	%	0	14	38.5	44.7	2.8	100		
The culture enhances fairness	F	6	79	8	50	0	143	2.3217	0.46876
	%	4.2	55.2	5.6	35	0	100		
The culture develops trust among colleagues	F	15	48	30	32	18	143	3.3077	1.22320
	%	10.5	33.6	20.9	22.4	12.6	100		
The culture increases commitment to the organization	F	35	20	66	22	0	143	3.3776	1.66912
	%	24.5	14	46.1	15.4	0	100		
The culture contributes to the empowerment of staffs	F	16	0	74	53	0	143	2.6503	1.67525
	%	11.2	0	51.7	37.1	0	100		
Aggregate mean	2.85874								

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Regarding the perception about the contribution of the current culture, the respondent's remark on five aspects rose on the study. The first one is whether the culture promotes accountability, 64(44.7%) agreed while 55(38.5%) of them are neutral, 20(14%) disagreed and the rest 4(2.8%) strongly agreed. The second one is about the fact that culture enhances fairness, as a result, 79(55.2%) disagreed, 50(35%) agreed, 8(5.6%) are neither agreed nor disagreed and 6(4.2%) strongly disagreed. Regarding the true contribution of the culture to the empowerment of staffs, 74(51.7%) are neutral, 53(37.1%) agreed and 16(11.2%) strongly disagreed. Fourthly the respondents were asked in case the culture increases commitment to the organization and 66(46.1%) are neutral, 35(24.5%) strongly disagreed, while 22(15.4%) agreed and the rest 20(14%) disagreed. The last but not the least is about whether the culture develops trust among colleagues and 48(33.6%) disagreed, 32(22.4%) agreed, 30(20.9%) are neither agreed nor disagreed and the rest 18(12.6%) strongly agreed. From these one can understand that the contribution of the current culture on increasing commitment is almost none. As well as it has weak contribution to the development of trust among colleagues, and the issue of fairness is still in doubt.

4.2.5. Employee's perception towards autonomous

Table: 4.4 Respondents perception towards autonomous

Items		SD	D	N	A	SA	Total	Mean	St. Dev
I make most of the decisions that affect the way I do my work	F	0	0	52	70	21	143	2.7762	1.73376
	%	0	0	36.4	48.9	14.7	100		
I determine my own work procedure	F	17	0	60	51	15	143	1.0000	0.00000
	%	11.9	0	41.9	35.7	10.5	100		
I have independence for organizing my own work	F	16	0	41	71	15	143	1.3147	0.46602
	%	11.2	0	28.7	49.6	10.5	100		
I set the performance standards for my Job	F	36	0	34	73	0	143	1.0000	0.00000
	%	25.2	0	23.8	51	0	100		
Aggregate mean		1.522725							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Here are some items related to employee autonomous and the reflection of respondents on each of them. 71(49.6%) agreed that they have independence for organizing their own work, 41(28.7%) are neutral while 16(11.2%) strongly disagreed and 15(10.5%) strongly agreed. Likewise the respondents were asked about determining their own work procedure, 60(41.9%) of them neither agreed or disagreed, 51(35.7%) agreed, 17(11.9%) strongly disagreed and 15(10.5%) strongly agreed. On the other hand, 73(51%) of the respondents agreed that they set the performance standards for their job while 36(25.2%) strongly disagreed and the rest 34(23.8%) neither agreed nor disagreed. 70(48.9%) of the respondents agreed that they make most of the decisions that affect the way they do their work while 52(36.4%) are neutral and the rest 21(14.7%) strongly agreed. If management only emphasizes discipline, authority, and control, commitment to the organization will be eroded, or it simply will not develop in the first place Mathiew & Zajac (1994). As we can see the result supported by the former studies and employee commitment indeed affected by that power issue.

4.2.6. Employees' perception towards trust on managers

Table: 4.5 Respondents perception towards trust on managers

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My supervisor has a lot of personal integrity (honesty)	F	16	2	86	17	22	143	4.6783	0.46876
	%	11.2	1.4	60.1	11.9	15.4	100		
My supervisor is transparent	F	16	44	47	36	0	143	3.0979	1.65007
	%	11.2	30.7	32.9	25.2	0	100		
Management of the organization delivers what they promise	F	20	40	52	31	0	143	1.9510	0.82504
	%	14	28	36.3	21.7	0	100		
Our staff members generally trust on their management	F	0	16	75	52	0	143	1.9510	0.82504
	%	0	11.2	52.4	36.4	0	100		
Aggregate mean		2.91955							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Regarding the perception about trust on managers, one of the questions raised was if their supervisors were transparent, 47(32.9%) of them are neither agreed nor disagreed, 44(30.7%) disagreed, 36(25.2%) agreed and 16(11.2%) strongly disagreed. Additionally, 52(36.4%) of the respondents are neutral about the management of the organization delivering what they promised, 40(28%) disagreed, 31(21.7%) agreed while 20(14%) strongly disagreed. In addition, 86(60.1%) of the respondents are neutral about the personal integrity (honesty) of their supervisor, 22(15.4%) strongly agreed, 17(11.9%) agree, 16(11.2%) strongly disagreed and the rest 2(1.4%) disagreed. The other issue was about staff members trust on the management, 75(52.4%) are neutral, 52(36.3%) agreed and the rest 16(11.2%) disagreed. Scott and LePine (2007) noted that trust is fundamental to the existence of healthy working relationship, which can limit once commitment in the organization. The above data clearly tells the direct role of trust on commitment problem raised by the student researcher.

4.2.7. Employees perception towards team work/cohesion

Table: 4.6 Respondents perception towards team work/cohesion

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My work group offer a support and encouragement to help each other's succeed	F	0	16	40	15	72	143	4.6783	0.46876
	%	0	11.2	28	10.5	50.3	100		
Friendly atmosphere exist among most members of my work Groups	F	0	16	97	30	0	143	4.6853	0.46602
	%	0	11.2	67.8	21	0	100		
I feel like I have a lot in common with the employees I know	F	0	38	41	49	15	143	4.3636	0.48274
	%	0	26.6	28.7	34.2	10.5	100		
There is a lot of team sprit among my work mates	F	0	0	32	63	48	143	4.3636	0.48274
	%	0	0	22.4	44	33.6	100		
Aggregate mean	4.5227								

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4);

and SA=Strongly Agree (5)

The perception about team work/cohesion is another key aspect here, 72(50.3%) of the respondents strongly agreed that their work group offer a support and encouragement to help each other's succeed while 40(28%) of them neither agreed nor disagreed, 16(11.2%) disagreed and the rest 15(10.5%) agreed. 49(34.2%) agreed that they feel like they have a lot in common with the employees they knew while 41(28.7%) of the others are neutral about it, 38(26.6%) disagreed and 15(10.5) of them strongly agreed. 63(44.1%) of the respondents agreed that there is a lot of team sprit among their workmates, 48(33.6%) strongly agreed too, while the rest 32(22.4%) happens to be neutral. Regarding the issue about the existence of friendly atmosphere among most members of work groups 97(67.8%) of them are neutral about it while 30(21%) agreed and the rest 16(11.2%) disagreed. Teamwork facilitates the meeting of affiliate needs within the workplace and has been directly connected to organizational commitment Astri (2011). However, the result argues with this scenario.

4.2.8. Employees perception towards reward and recognition

Table: 4.7 Respondents perception towards reward and recognition

Items		SD	D	N	A	SA	Total	Mean	St. Dev
In our organization the employees efforts are adequately rewarded	F	16	59	31	37	0	143	2.7692	1.73892
	%	11.2	41.2	21.7	25.9	0	100		
The organization appreciates and takes care of employees competencies	F	0	19	73	51	0	143	2.4126	1.26896
	%	0	13.3	51	35.7	0	100		
My organization is quick to recognize good performance	F	16	15	55	57	0	143	3.6923	1.22320
	%	11.2	10.5	38.5	39.8	0	100		
The benefits offered at our organization are satisfactory	F	16	56	54	17	0	143	1.3217	0.46876
	%	11.2	39.1	37.8	11.9	0	100		
Aggregate mean		2.54895							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree

(4); and SA=Strongly Agree (5)

In case of reward and recognition, it is vital to make sure whether the benefits offered at the organization are satisfactory. As a result, 56(39.1%) disagreed, 54(37.8%) neutral, 17(11.9%) agreed and 16(11.2%) strongly disagreed. The other issue is about adequately rewarding employees efforts in the organization, 59(41.2%) of them disagreed, 37(25.9%) agreed while 31(21.7%) neither agreed nor disagreed and 16(11.2%) strongly disagreed. In connection, 73(51%) of the respondents are neutral about the fact that the organization appreciates and takes care of employees competencies while 51(35.7%) agreed and the rest 19(13.3%) disagreed. 57(39.8%) of the respondents agreed that the organization is quick to recognize good performance, 55(38.5) neutral ,16(11.2%) strongly disagreed and the rest 15(10.5%) disagreed. Rewards refer to all the benefits, financial and non-financial; that an employee obtains through his/her employment relationship with an organization (newman, 2010). From these data we can address that the role of reward and recognition is fair enough in order to discourage the employees.

4.2.9. Employees' perception towards organizational/supervisors support

Table: 4.8 Respondents perception towards organizational/supervisors support

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My organization is supportive of my goals and values	F	50	58	19	16	0	143	1.3217	0.46876
	%	35	40.5	13.3	11.2	0	100		
My organizations really care about my well- being	F	32	96	15	0	0	143	1.9441	1.39807
	%	22.4	67.1	10.5	0	0	100		
My supervisors help me as I learn from my mistake	F	16	88	4	35	0	143	3.3566	0.93752
	%	11.2	61.5	2.8	24.5	0	100		
My supervisors is easy to talk to about Job-related problems	F	16	4	51	0	72	143	5.0000	0.00000
	%	11.2	2.8	35.7	0	50.3	100		
Aggregate mean	2.9056								

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Regarding the perception about organizational/supervisors support, 72(50.3%) of the respondents strongly agreed that their supervisors are easy to talk to about Job-related problems while 51(35.7%) are neutral, 16(11.2%) strongly disagreed and 4(2.8%) disagreed. 88(61.5%) of the respondents disagreed on the supervisors help as they learn from their mistake while 35(24.5%) agreed, 16(11.2%) strongly disagreed and 4(2.8%) neutral. There is also a question concerning whether the organization is supportive of their goals and values and 58(40.5%) disagreed, 50(35%) strongly disagreed as well, while 19(13.3%) neutral and 16(11.2%) agreed. In addition, the respondents disagreed by 96(67.1%) according to the question raised regarding the organizations care about their well-being, and 32(22.4%) strongly disagreed while the rest 15 (10.5%) remain neutral. Organ (1988) noted that employees with higher levels of perceived organizational support are likely to be more committed and possibly more willing to engage in extra role or organizational citizenship behavior, than those employees who feel that the organization does not value them as highly. So the above data can be reliable considering uncommitted employees on the ground.

4.2.10. Employees' perception towards fairness

Table: 4.9 Respondents perception towards fairness

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My supervisors does not discriminate	F	0	16	85	42	0	143	2.3077	1.22320
	%	0	11.2	59.4	29.4	0	100		
I am confident on a fair deal of my manager	F	0	31	73	39	0	143	2.6713	1.22633
	%	0	21.7	51	27.3	0	100		
Promotion at my organization are handled fairly	F	0	35	35	73	0	143	2.6783	.46876
	%	0	24.5	24.5	51	0	100		
The objects my supervisors sets for my job are reasonable	F	16	0	35	92	0	143	3.2727	.96547
	%	11.2	0	24.5	64.3	0	100		
Aggregate mean		2.7325							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Employees perception towards fairness is yet another deal, 73(51%) of the respondents are neutral concerning the confidence they have on a fair deal of their manager, 39(27.3%) agreed while 31(21.7%) disagreed on this situation. 73(51%) of the respondents agreed that promotion at the organization are handled fairly while 35(24.5%) of the respondents disagreed and neutral on this same amount. 92(64.3%) of the respondents agreed that the objects their supervisors sets for their job are reasonable while 35(24.5%) are neutral and 16(11.2%) strongly disagreed. The other issue mentioned here was if supervisors does not discriminate them, as a result, 85(59.4%) of the respondents neither agreed nor disagreed while 42(29.4%) agreed and the rest 16(11.2%) disagreed. Fairness has an effect on trust in management, organizational commitment, and withdrawal behaviors and employees are concerned with both the fairness of the outcomes that they receive and the fairness of their treatment within the organization Aquino (1995). Consequently, the data revealed the great role of fairness.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The main objective of the research was to assess organizational culture on Commercial Bank of Ethiopia. In order to achieve both the general and specific objectives of the study, the student researcher reviewed and discussed related conceptual/theoretical and empirical literature, used cross-sectional descriptive survey design and quantitative research methods. In order to analyze the quantitative data collected, the student researcher used descriptive statistical techniques, such as frequency distribution, as well as measures of central tendency. Based on these data analysis, the summary of major findings, conclusions and recommendations of the study are presented in this chapter.

5.1. Summary of major findings

To generalize the perception of employees about the culture of Commercial Bank of Ethiopia, (61.6%) of the respondents believed that internal communication is high. Regarding composition, dynamic and synergy of teams (38.5%) of them perceived it as strong. However, each (41.9%) of the rest said that decision making process is unfair and opaque as well as shared vision, strategies, policies, rules and regulations are weak.

Regarding perception about the contribution of the current culture most (47.5%) of the respondents agreed that the culture promotes accountability, while (59.4%) said that the culture do not enhances fairness and (44.1%) said that the culture do not contribute to the development of trust among colleagues. In addition, the contribution of the culture in increasing the commitment to the organization is low by (15.4%) while, (37.1%) of the respondents admit the contribution of the culture on the empowerment of staffs.

Among employee's perception towards autonomous (63.6%) of the respondents confirm that they make most of the decisions that affect the way they do their work and (46.2%) of them also said that they determine their own work procedure. In connection with this (60.1%) of the respondents admits that they have independence for organizing their own work and (51%) of them agreed on setting the performance standards for their job.

In order to summarize employee's perception towards trust on managers (27.3%) of the respondents said that their supervisor has a lot of personal integrity (honesty) while (41.9%) disagreed on the issue of supervisor transparency. In addition to this, (42%) of the respondents said that management of the organization doesn't deliver what they promised while (36.4) of the respondents admits that staff members generally trust on their management.

To generalize employee's perception towards team work/cohesion, three-fifth (60.8%) of the respondents said that their work groups offer a support and encouragement to help each other's succeed. Besides (21%) of the respondents admits the existence of friendly atmosphere among most members of their work groups and (44.7%) of the respondents feel like they have a lot in common with the employees they know. The majority (77.6%) of the respondents perceived that there is a lot of team spirit among their work mates.

In order to summarize employees' response towards reward and recognition, more than half (52.4%) of the respondents said that in their organization employees efforts do not adequately rewarded while, (35.7%) of the respondents admits that the organization appreciates and takes care of employees competencies. In addition, (39.8%) of the respondents said that their organization is quick to recognize good performance while, half (50.3%) of the respondents said that the benefits offered at their organization are not satisfactory.

Regarding perception towards organizational/supervisors support, the majority (75.5%) of the respondents said that their organization is not supportive of their goals and values, likewise the maximum (89.5%) of the respondents said that their organization do not care about their well-being. Besides, (72.7%) of the respondents also said that their supervisors do not help them as they learn from their mistake while, half (50.3%) of the respondents admits that their supervisors are easy to talk to about Job-related problems.

Regarding employees' perception towards fairness, (29.4%) of the respondents said that there is no discrimination on the side of their supervisors as well as (27.3%) of the respondents are confident on a fair deal of their manager. In addition, half (51%) of the respondents said that promotion at their organization are handled fairly and more than three-fifth (64.3%) of the respondents said that the objects their supervisor's sets for their job are reasonable.

5.2. Conclusion

Based on the findings of the study the following conclusions are drawn:

The dominant culture at Commercial Bank of Ethiopia in its current situation stipulates that the culture of the Bank tells us internal communication is high, dynamic and synergy of teams is strong while the other shared vision, strategies, policies, rules and regulations are weak and decision making process is not fair and transparent. From these results, one can conclude that the dominant culture at the moment is internal communication.

The perception about the contribution of the current culture of Commercial Bank of Ethiopia shows that the culture plays great role in accountability and developing trust among colleagues. In addition, the contribution to the empowerment of staffs is less than anticipated likewise the perception that the culture enhances fairness and commitment to the organization is not efficient. From these, one can conclude that the contribution of the current organizational culture on employees' commitment is more likely on trust among colleagues and promoting accountability.

Regarding the role of organizational culture dimensions and employee autonomy is one of them. The perception about employee autonomous explains that most of the employees make most of the decisions that affect the way they do their work as well as much closely more of them have independence for organizing their own work and a bit less of them determine their own work procedure. However, there is a little chance to set their own performance standards for their job. From these findings, one can conclude that the role of autonomy on employee commitment is clearly significant.

The trust of managers by employees was another dimension of organizational culture. The perception of employees about trust on managers shows that the majority of the employees perceive their supervisor has a lot of personal integrity (honesty) and more of others believe that their staff members generally trust on their management. Mean while, there is a problem regarding supervisor's transparency as well as on the management of the organization delivering what they promised. From these, one can conclude that the role of trust is pure in creating a committed employee.

About the teams work/cohesion as dimension of organizational culture, the perception about team work/cohesion shows that most employees admits their work group offers support and encouragement to help each other's succeed and there is a lot of team spirit among their work mates. On the contrary, less number of respondents feels like they have a lot in common with the employees they know and less friendly atmosphere exist among most members of their work

groups. However the overall finding revealed that the role of team work/cohesion on the commitment of employees is weak.

Another dimension of organizational culture is reward and recognition considered too as playing a role. The perception about rewards and recognition shows that the organization is quick to recognize good performance and also appreciates and takes care of employee's competencies. However, employee's efforts are not supported or backed with different financial benefits.

Organizational/supervisor support was also another dimension of organizational culture. The perception about organizational /supervisor support claims that most of the employees perceive their supervisors are easy to talk about job-related problems and supervisors more or less help them to learn from their mistake. But the organization is not supportive of their goals and values and as well as the organization do not really care about their well-being. As a result, one can conclude that the role of organizational/supervisors support on employees' commitment is indeed crucial.

The other organizational culture dimension is fairness which believed to have a role. Employee's perception towards fairness confirms supervisor's assistance on their job was reasonable, and promotions at their organization are handled fairly.

5.3. Recommendation

After watching the research findings and achieved results with regard to the main objective of this study to “assess organizational culture, the case of Commercial Bank of Ethiopia” the student researcher provides the following recommendations;

The finding of this research proved that the bank have a dominant culture expressed by high internal communication and strong composition, dynamic and synergy of teams. Meanwhile features of good organizational culture like shared vision, strategies, policies, rules and regulations are not strong and decision making process is not fair and transparent. Therefore, the Bank needs to clarify and to mainstream its vision, strategies, policies, objectives, procedures, rules and regulations to employees using different approaches. On the other hand the decision making process must be fair and transparent as it should be.

As the research proved that the contributions of the current culture are creating trust among colleagues and promoting accountability at the same time, which is remarkable. However, it would be incomplete without empowering the staff, enhancing fairness and creating commitment to the organization. Consequently, the responsible stakeholders should take these failures in to

consideration and make the correct action so as to enhance the commitment of employees using these attributes.

As the student researcher try to prove there is a problem regarding employees autonomy on setting their own performance standard for their job and determining their own work procedure. These will create selfishness and carelessness, so there should be a system which allow and motivate them to feel like they are doing the job of their own.

It is indeed encouraging to be considered as honest but without openness and failure to deliver once promise is not a sign of a good management not even close. To be brief the management should be crystal clear about maintaining the trust as it plays a great role.

The Bank seems to have a good culture of creating strong work groups and it boosts the overall performance. Work groups are intended to create great support and encouragement which leads to a lot of team spirit. However, friendly atmosphere must exist to make sure the true nature of their commonality. Otherwise this team sprit will be on and off whenever someone blows and erode within time.

It is not a matter of quickly recognizing good performance or appreciation of competencies it is about adequately rewarding it to satisfy the employees. The Bank should do whatever it takes to modify the benefit and rewarding system in order to decrease unsatisfied and hopeless employees.

From the findings of the study supervisors are easy to talk to about Job-related problems and help on the same job related issues ignoring their well-being. Supervisors should care about their employees well-being and supportive of their goals and values because they will never get the best out of them without such treatment. As explained on the results employee's have good perception towards the fair deal of their supervisors even if there is a doubt. As a result supervisors should keep up the good work and strive to gain employees' complete trust.

In general the Bank should take the above points into consideration in order to create a favorable condition for the enhancement of employee's commitment to the organization and keep the pace on the track.

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APPENDIX

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES MBA PROGRAM

Questionnaire to be filled by employees of Commercial Bank of Ethiopia

Dear Respondents,

I am graduating class MBA student at St. Mary's University. This questionnaire is prepared for research purpose entitled '**Assessment of Organizational Culture the case of Commercial Bank of Ethiopia**'. As member of your organization, your participation in this study will be valuable and greatly appreciated. Information gathered will be treated with utmost confidentiality and will not be used for any other purpose.

INSTRUCTIONS: The questionnaire contains demographic information of the respondent and statements about organizational culture. Kindly see the specific instructions given for each and give your response genuinely.

Sincerely,

Name – Eskedar Tesema

Tell - +251912743906

Section1: Demographic Information:

I. Please put 'X' mark corresponding to a figure which shows your demographic information.

1. Years of experience in CBE

0 - 5years 6 -10 years 11 -15 years above 16 years

2. Age:

20-30 30-40 40-50 above50

3. Gender:

M F

4.Level of education

College diploma First Degree Master's degree

II. Please put “X” mark in a box corresponding to a scale which best reflect your level of agreement. The scale (numbers) are interpreted as follows: 5=Strongly Agree; 4=Agree; 3=neither agree nor disagree; 2=Disagree; and 1=strongly disagree.

Section 2: Your perception about the culture of CBE

Items	5	4	3	2	1
1. Shared vision, strategies, policies, rules and regulations are strong					
2. Composition, dynamic and synergy of teams is strong					
3. Internal communication is high					
4. Decision making process is fair and transparent					

Section 3: Your perception about the contribution of the current Bank’s culture

Items	5	4	3	2	1
1.The culture promotes accountability					
2.The culture enhances fairness					
3. The culture develops trust among colleagues					
4.The culture increases commitment to the organization					
5.The culture contributes to the empowerment of staffs					

Section 4: Your perception about the extent to which key organizational culture Factors are prevailed at CBE

Items about employee autonomous	5	4	3	2	1
1.I make most of the decisions that affect the way I do my work					
2. I determine my own work procedure					
3.I have independence for organizing my own work					
4. I set the performance standards for my Job					
Items about trust on managers	5	4	3	2	1
1. My supervisor has a lot of personal integrity (honesty)					
2. My supervisor is transparent					
3. Management of the organization delivers what they promise					
4. Our staff members generally trust on their management					

Items about team work/cohesion	5	4	3	2	1
1. My work group offer a support and encouragement to help each other's succeed					
2. Friendly atmosphere exist among most members of my work groups					
3. I feel like I have a lot in common with the employees I know					
4. There is a lot of team sprit among my work mates					
Items about rewards and recognition	5	4	3	2	1
1. In our organization the employees efforts are adequately rewarded					
2. The organization appreciates and takes care of employees competencies					
3. My organization is quick to recognize good performance					
4. The benefits offered at our organization are satisfactory					
Items about organizational /supervisor support	5	4	3	2	1
1. My organization is supportive of my goals and values					
2. My organizations really care about my well- being					
3. My supervisors help me as I learn from my mistake					
4. My supervisors is easy to talk to about Job-related problems					
Items about employees perception towards fairness	5	4	3	2	1
1. My supervisors does not discriminate					
2. I am confident on a fair deal of my manager					
3. Promotion at my organization are handled fairly					
4. The objects my supervisors sets for my job are reasonable					

If you have any further comment, please note them hereunder

_____ **Thank you for your cooperation!!**

Table: 4.1 Respondents Demographic Background

Item	Category	Frequency	Percentage
Gender	Male	65	45.45%
	Female	78	53.79%
	Total	143	100%
Age	20-30	80	55.9%
	31-40	50	34.9%
	41-50	12	8.3%
	50 & above	1	0.06%
	Total	143	100%
Educational Level	College diploma	40	27.9%
	First degree	93	65%
	Masters degree	10	0.6%
	Total	143	100%
Year of Experience	0-5	37	25.8%
	6-10	61	42.65%
	11-15	39	27.2%
	Above 16	6	4.1%
	Total	143	100

Table: 4.2 Respondents perception about the culture of the Bank

Items		SD	D	N	A	SA	Total	Mean	St. Dev
Shared vision, strategies, policies, rules and regulations are strong	F	60	0	49	34	0	143	2.2657	1.25008
	%	41.9	0	34.3	23.8	0	100		
Composition, dynamic and synergy of teams is strong	F	19	16	53	39	16	143	4.3636	0.48274
	%	13.3	11.2	37	27.3	11.2	100		
Internal communication is high	F	19	20	16	54	34	143	4.3636	0.48274
	%	13.3	13.9	11.2	37.8	23.8	100		
Decision making process is fair and transparent	F	60	0	49	34	0	143	2.6923	1.22320
	%	41.9	0	34.3	23.8	0	100		
Aggregate mean		3.4213							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Table: 4.3 Respondents perception about contribution of the current culture

Items		SD	D	N	A	SA	Total	Mean	St. Dev
The culture promotes accountability	F	0	20	55	64	4	143	2.6364	0.48274
	%	0	14	38.5	44.7	2.8	100		
The culture enhances fairness	F	6	79	8	50	0	143	2.3217	0.46876
	%	4.2	55.2	5.6	35	0	100		
The culture develops trust among colleagues	F	15	48	30	32	18	143	3.3077	1.22320
	%	10.5	33.6	20.9	22.4	12.6	100		
The culture increases commitment to the organization	F	35	20	66	22	0	143	3.3776	1.66912
	%	24.5	14	46.1	15.4	0	100		
The culture contributes to the empowerment of staffs	F	16	0	74	53	0	143	2.6503	1.67525
	%	11.2	0	51.7	37.1	0	100		
Aggregate mean		2.85874							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Table: 4.4 Respondents perception towards autonomous

Items		SD	D	N	A	SA	Total	Mean	St. Dev
I make most of the decisions that affect the way I do my work	F	0	0	52	70	21	143	2.7762	1.73376
	%	0	0	36.4	48.9	14.7	100		
I determine my own work procedure	F	17	0	60	51	15	143	1.0000	0.00000
	%	11.9	0	41.9	35.7	10.5	100		
I have independence for organizing my own work	F	16	0	41	71	15	143	1.3147	0.46602
	%	11.2	0	28.7	49.6	10.5	100		
I set the performance standards for my Job	F	36	0	34	73	0	143	1.0000	0.00000
	%	25.2	0	23.8	51	0	100		
Aggregate mean		1.522725							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Table: 4.5 Respondents perception towards trust on managers

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My supervisor has a lot of personal integrity (honesty)	F	16	2	86	17	22	143	4.6783	0.46876
	%	11.2	1.4	60.1	11.9	15.4	100		
My supervisor is transparent	F	16	44	47	36	0	143	3.0979	1.65007
	%	11.2	30.7	32.9	25.2	0	100		
Management of the organization delivers what they promise	F	20	40	52	31	0	143	1.9510	0.82504
	%	14	28	36.3	21.7	0	100		
Our staff members generally trust on their management	F	0	16	75	52	0	143	1.9510	0.82504
	%	0	11.2	52.4	36.4	0	100		
Aggregate mean		2.91955							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Table: 4.6 Respondents perception towards team work/cohesion

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My work group offer a support and encouragement to help each other's succeed	F	0	16	40	15	72	143	4.6783	0.46876
	%	0	11.2	28	10.5	50.3	100		
Friendly atmosphere exist among most members of my work Groups	F	0	16	97	30	0	143	4.6853	0.46602
	%	0	11.2	67.8	21	0	100		
I feel like I have a lot in common with the employees I know	F	0	38	41	49	15	143	4.3636	0.48274
	%	0	26.6	28.7	34.2	10.5	100		
There is a lot of team sprit among my work mates	F	0	0	32	63	48	143	4.3636	0.48274
	%	0	0	22.4	44	33.6	100		
Aggregate mean		4.5227							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Table: 4.7 Respondents perception towards reward and recognition

Items		SD	D	N	A	SA	Total	Mean	St. Dev
In our organization the employees efforts are adequately rewarded	F	16	59	31	37	0	143	2.7692	1.73892
	%	11.2	41.2	21.7	25.9	0	100		
The organization appreciates and takes care of employees competencies	F	0	19	73	51	0	143	2.4126	1.26896
	%	0	13.3	51	35.7	0	100		
My organization is quick to recognize good performance	F	16	15	55	57	0	143	3.6923	1.22320
	%	11.2	10.5	38.5	39.8	0	100		
The benefits offered at our organization are satisfactory	F	16	56	54	17	0	143	1.3217	0.46876
	%	11.2	39.1	37.8	11.9	0	100		
Aggregate mean		2.54895							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree

(4); and SA=Strongly Agree (5)

Table: 4.8 Respondents perception towards organizational/supervisors support

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My organization is supportive of my goals and values	F	50	58	19	16	0	143	1.3217	0.46876
	%	35	40.5	13.3	11.2	0	100		
My organizations really care about my well- being	F	32	96	15	0	0	143	1.9441	1.39807
	%	22.4	67.1	10.5	0	0	100		
My supervisors help me as I learn from my mistake	F	16	88	4	35	0	143	3.3566	0.93752
	%	11.2	61.5	2.8	24.5	0	100		
My supervisors is easy to talk to about Job-related problems	F	16	4	51	0	72	143	5.0000	0.00000
	%	11.2	2.8	35.7	0	50.3	100		
Aggregate mean		2.9056							

Source; output of SPSS 20

SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4);

and SA=Strongly Agree (5)

Table: 4.9 Respondents perception towards fairness

Items		SD	D	N	A	SA	Total	Mean	St. Dev
My supervisors does not discriminate	F	0	16	85	42	0	143	2.3077	1.22320
	%	0	11.2	59.4	29.4	0	100		
I am confident on a fair deal of my manager	F	0	31	73	39	0	143	2.6713	1.22633
	%	0	21.7	51	27.3	0	100		
Promotion at my organization are handled fairly	F	0	35	35	73	0	143	2.6783	0.46876
	%	0	24.5	24.5	51	0	100		
The objects my supervisors sets for my job are reasonable	F	16	0	35	92	0	143	3.2727	0.96547
	%	11.2	0	24.5	64.3	0	100		
Aggregate mean		2.7325							

Source; output of SPSS 20 SD=strongly disagree (1); D=Disagree (2); N=Neutral (3); A=Agree (4); and SA=Strongly Agree (5)

Endorsement

This is to certify that Eskedar Tesema Eseyneh has carried out her research work on the topic entitled “Assessment on Organizational Culture: The case of Commercial Bank of Ethiopia”. The work is original in nature and is suitable for the submission for the award of Masters of Business Administration.

Advisor: Terefe Feyera (PhD.)

Signature: _____

St. Mary’s university

Date: _____