

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

**ASSESSMENT OF ORGANIZATIONAL CULTURE : THE CASE OF  
DASHEN BANK SHARE COMPANY**

**BY  
HENOK DESTA**

**JUNE, 2016**

**SMU**

**ADDIS ABABA, ETHIOPIA**

**ASSESSMENT OF ORGANIZATIONAL CULTURE: THE CASE OF  
DASHEN BANK SHARE COMPANY**

**BY**

**HENOK DESTA**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION (GENERAL MANAGEMENT)**

**JUNE, 2016  
ADDIS ABABA, ETHIOPIA**

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

**ASSESSMENT OF ORGANIZATIONAL CULTURE: THE CASE OF  
DASHEN BANK SHARE COMPANY**

**BY**

**HENOK DESTA**

**APPROVED BY BOARD OF EXMINERS**

\_\_\_\_\_  
Dean, Graduate Studies

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Advisor

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Internal Examiner

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
External Examiner

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

**DECLARATION**

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

\_\_\_\_\_  
Henok Desta

\_\_\_\_\_  
Signature

**St. Mary's University, Addis Ababa**

**June, 2016**

**ENDORSEMENT**

This thesis has been submitted to St. Mary's university, school of graduate studies for examination with my approval as a university advisor.

---

Advisor

---

Signature

**St. Mary's University, Addis Ababa**

**June, 2016**

# Table of Contents

Table of content.....	i
Acknowledgment.....	ii
List of Tables.....	iii
Abstract.....	iv

## CHAPTER ONE: INTRODUCTION

1.1 Background of the Study.....	1
1.2 Background of the organization.....	2
1.3 Statement of the problem.....	3
1.4 Basic research questions.....	4
1.6 Objectives of the study.....	4
1.7 Significance of the study.....	5
1.8 Scope of the study.....	5
1.9 structure of the report.....	6

## CHAPTER TWO: REVIEW OF RELATED LITERATURES

2. Organizational culture.....	7
2.1 What is organizational culture.....	7
2.2 Levels of organizational culture.....	9
2.3 Types of organizational culture.....	10
2.4 Dimension of culture.....	14
2.5 Variables of Organizational Culture.....	19
2.7 Empirical findings.....	20
2.8 Conceptual framework.....	22

## **CHAPTER THREE: RESEACH METHODOLOGY**

3.1 Research Design and Approach.....	23
3.2 population of the study.....	24
3.3 Sampling and Sampling Technique.....	24
3.4 Source of Data and Tools Used.....	25
3.6 Validity & Reliability of Measures.....	25
3.7 Ethical Considerations.....	26

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

4.1 Demographic Information of Respondents.....	28
4.2 Descriptive statistics .....	30
4.5 interview result .....	39

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATION**

5.1 Conclusion.....	40
5.2 limitation of the study.....	41
5.3 Recommendations .....	42

Reference

Appendix

## **Acknowledgments**

First of all, I would like to thank the almighty lord for brining up to finish this research paper successfully. I would like to express my deepest and heartfelt appreciation to our advisor Ato Goitom Abreha (Asst.Professor) for giving me a continuous guidance through the process of this research.

Greatest gratitude also goes to all members of Dashen Bank staff who are participated in this study for their support in providing the necessary information for the fulfillment of this research.

**List of Table**

Table 4.1 Demographical characteristics of the respondent.....	28
Table 4.2 innovation and risk taking.....	30
Table 4.3 outcome orientation .....	31
Table 4.4 satiability and communication across the organization.....	32
Table 4.5 people orientation in the bank.....	34
Table 4.6 attention to detail .....	35
Table 4.7 team work across the bank.....	37
Table 4.8 Aggressiveness in the bank.....	38

## **ABSTRACT**

*The main purpose of this study was to assess organizational culture practice in Dashen Bank Share Company. Researcher employed questionnaires sample approach to see the applicability of cultural dimension in Dashen Bank Share Company and interview are employed to answer those research questions (i.e. what is the existing cultural trend in Dashen Bank, what is employees attitude toward to organizational culture of Dashen Bank and to what existent is the company's management sensitive to those cultures) raised by the researcher at the beginning of this paper. Organizational culture questionnaires' OCQ (organizational culture questions) part adopted from Anas (2009) with some modification made to the study context: and its reliability was tested in pilot study and interview was employed to collect data from the management side. The researcher took 204 sample respondent from four district with in this four district with their population size and "A" branch grade eight branch are chosen, i.e. Piazza, Golla, and Tana, Mesalemia, Bole, BoleMedihanialem, Saris and Yarer branch. From 204 sample respondent 191 questionnaires was returned which gives a response rate of 93.6%. Sampling methods applied was purposive sampling. The data analysis was conducted by employing different statistical techniques'. Based on the finding researcher conclude that assessed cultural dimension of the company shows that the company has exhibited poor performance. To overcome this problem the researcher forwards some recommendation i.e. the organization must give work autonomy for its employees, information must be readily available for employees of the bank and continually update those information ,give due attention for tasks preformed by the employees simply focusing on the final outcome, task must be assigned to the group of people instead of individually and the company's should develop acceptable degree of aggressiveness'.*

**Key word: organizational culture**

## **CHAPTER ONE**

### **INTRODUCTION**

This chapter contains background of the study, definition of terms and concepts, statement of the problem ,research questions ,objective ,limitation and significance of the study ,scope and organization of the study .while going through this chapter any one can understand the aim of the research ,the basic question which have been addressed in the in the analysis.

#### **1.1 Background of the Study**

Human Capital, which gives competitive edge due to its uniqueness, is one of the resources that work as a pillar for an organization (Holland, Sheehan and De Cieri, 2007). The focus has therefore shifted to the organizations “people”, (Cohen, 2005). The Employee’s play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and commitment that the organization can become competitive (Sempane, Rieger&Roodt, 2002). Employees who are committed are liable to increase their performance and devote their time to the organization (Saal& Knight, 1987). Organizational commitment is often described as the key factor in the relationship between employees and organizations (Raju& Srivastava, 1994). It incorporates thoughts of being connected, attached and going beyond the basic requirements of the job which tend to improve organizational efficiency and effectiveness (Williams & Anderson, 1991). Recruiting, managing, developing and retaining the employees, its human resource, is what an organization’s depends on (Wallach, effectiveness1983).Thesefour aspects influence stability and productiveness of the workforce. Finding ways to improve how employees feel about their job (achieving job satisfaction), so they would become more committed to their organization, is the basis to achieving a competitive organization.

Employees are the basic building blocks of an organization. The victory and development of an organization depends on how effectively and efficiently does it employee performs and culture is a means through which employees discover and correspond what is suitable or undesirable in an organization in the light of values and norms. Culture can be found in any organization, no matter how small or large the organization could be. Organization culture can be how management relates to its employees, were communication is open or closed or if employees are given autonomy or recognition for their achievements. It sets a framework within which individual and group behavior takes place. Organization culture matches what the

individual needs to be successful in a particular work environment. Organizational culture is the vital aspect of successful organization. There must be a positive culture to attract and retain loyal and committed employees. The aim of this research paper was to assess the current organizational practice in Dashen bank Share Company. The student researcher chose to assess the organizational culture practice at Dashen Bank Share Company as it is a leading private financial institute in the country from private banks and plays an important role in developing bank habit across the country, to sustain this leading role in the financial sector the bank must maintain good cultural practice across the organization.

### **1.2 Background of the organization**

Dashen Bank coined its name from the highest peak in the Country, mount Dashen, and aspires to be unparalleled in banking. Headquartered in Addis Ababa, the Bank is the biggest private Bank in Ethiopia. Dashen Bank was established in 1995 in the month of September with a paid up capital of Birr 14.9 million, which has now tremendously grown to 2 billion. In addition the total asset of the Bank has reached 19.7 billion, loan and advance reached 8.7 billion, the total deposit has reached 15.9 billion and the total number of customer has reached more than 1.2 million.

It operates through a network of 155 Area Banks, nine dedicated Forex Bureaus, 170 ATMs and 86 plus Point-of-Sale (POS) terminals spread across the length and breadth of the nation. It has established correspondent banking relationship with 454 banks covering 70 countries and 166 cities across the world. Wherever business takes customers around the world, Dashen Bank is already there.

Dashen is the most reputable brand in the domestic banking market; a reputation earned through consistent delivery of values and preeminence unmatched by its competitors. The Bank also works in partnership with leading brands in the electronic payments industry (VISA, MasterCard Union Pay and American Express Card) and prominent money transfer operators.

In addition the Bank renders Deposit Accounts such as saving account, current account, fixed time deposit, loan and advances and international Banking services and etc. The establishment objective of the bank

- Undertaking banking and money exchange business
- Accepting and mobilizing various types of deposit

- Extending loans and credit facilities to practically every economic sectors
- Handle money transfer domestically and internationally
- Opening banks branches within and outside of Ethiopia
- engaging in other activates related to banking and finance

### **1.3 Statement of the Problem**

Organizational culture is one of the major issues in academic research and education, in organization theory as well as in management practice. There are good reasons for this: the cultural dimension is central in all aspects of organizational life. Even in those organizations where cultural issues receive little explicit attention, how people in a company think, feel, value and act are guided by ideas, meanings and beliefs of a cultural (socially shared) nature.

The concept of culture seems to lend itself to very different uses as collectively shared forms of for example, ideas and cognition, as symbols and meanings, as values and ideologies, as rules and norms, as emotions and expressiveness, as the collective unconscious, as behavior patterns, structures and practices, etc. all of which may be made targets to study. Of course, culture is not unique in this way. Actually, most if not all significant concepts in organization studies and social science tend to be accompanied with a variety of different meanings and definitions (Palmer and Hardy, 2000).

According to Schein (1996) ,an organization's culture represent a complex pattern of belief and expectation shared by its members most definition of organization culture recognize the importance of shared norms and values that guide organizational participants behaviors and serves as glue that keeps every members in to act together.

The different function that culture plays in an organization include boundary defining roles it create sense of identity, its creates social system stability and most importantly it results employees commitment and motivation (Robbins,1989). Employees who are stable have developed sense of identity and who are committed to the achievements of the organization goals most likely to be satisfied with their jobs and taken for granted.

The attainment and improvement of an organization depends on how effectively the and efficiently does the employee perform. Culture is the behavior of humans within an organization and the meaning that people attach to those behaviors.

An organization needs to focus on an organizational culture that obtains positive employee job satisfaction, because this will lead to high performances and commitment of employees (Snipes, Oswald, LaTour and Aremnaksi, 2005).

The above mentioned function of culture also create positive attitude on the mind of employees towards their job and these positive attitude are the secret behind every achievement of organization 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 problem pertaining to the cultural environment of Dashen bank Share Company.

The banks top management has not a culture of visiting branches due to these employees have not a chance to explain their problem. Decision making are centralized this create less belongingness and decision making feeling. . Employees of the bank have less autonomy on job they doing especially at the lower level the management. Promotional practice are not clear for the employees of the bank this create dissatisfaction on job.

### **1.4 Basic Research Questions**

This study was undertaken to assess the current organizational culture practice at Dashen Bank Share Company specifically, an attempt is carried out to answer the following basic research questions.

1. What is the existing cultural trend in Dashen Bank?
2. What is employee attitude toward to organizational culture of Dashen Bank?
3. To what extent is the Company's management sensitive to those organizational cultures?

### **1.4 Objectives of the study**

The general objective of this study is to assess the current organizational culture in Dashen bank Share Company.

#### **Specific objectives of the study**

In line with the general objective of the following specific objective are set:

- ✓ To describe the existing culture in Dashen bank.

- ✓ To assess employees attitude towards existing culture of Dashen bank..
- ✓ To assess Company's Management sensitivity to organizational culture.

### **1.6 Significance of the study**

Apart from its academic importance the study will provide the under listed advantages:

- To give some knowhow for the organization about what are the dominant cultural in the organization.
- It helps to point out problems areas and major challenges that need the attention of the management
- Gives a ways for other researchers, who want to make further investigation in the area.

### **1.7 Scope of the study**

The researcher considers that covering the whole branches into the study was unmanageable. Hence, the study was limited to four district of Dashen Bank located in Addis Ababa with in each district two branches are selected from those districts that are categorized under grade three and grade four branches. The study subject were enough to provide the relevant responses regarding the study, even branches with the same level were excluded due to the accessibility and proximity to the researcher. The number participant in this study was around 204 samples from four districts across Addis Ababa region. In regardless data collection tools questionnaires and interview was used to collect first hand information from the respondent. In order to analyze the gathered data and come up with answers to the research questions raised the researcher used descriptive statistics.

### **1.8 Structure of the report**

Chapter one is devoted to introduce the basic problem and its approaches comprising background of the study. The chapter also outlined with research objectives together with research question, significance, scope, and organization of the study. Chapter two provides an explanatory of the key concepts of review of related literature on the subject matter. Chapter three present the overall research methodology, it focus on research design and methodology parts as well as the justification of choices and uses. In addition, the study population sampling and sampling size, data collection activities and data analysis methods. Chapter four focus on data analysis and interpretation in relation to research objectives and

research question of the study. Finally chapter five present the major summary, conclusion and recommendation parts.

## **CHAPTER TWO**

### **REVIEW RELATED LITERATURE**

#### **2.1 Introduction**

Several scientists have defined organizational culture in very different ways. The terms 'organizational culture' and 'corporate culture' are used interchangeably. According to George, Sleeth and Slider (1999) organizational culture generally includes: a philosophy that shows an organization's orientation toward its customers and employees, and rules, both written and unwritten, which dictate how a member of the organization should act to 'get along'.

According Gordan and Ditomaso (1992) give a definition of corporate culture emphasizing; a pattern of shared and stable beliefs and values that are developed within the company over time. Denison (1990) argues that culture refers to the underlying values, beliefs and principles that serve as a foundation for an organization's management system as well as the set of management practices and behaviors that both exemplify and reinforce those basic principles.

In 1984 Schein provided a well-accepted definition of corporate culture as: the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration and that have worked well enough to be considered valid, and, therefore, to be taught to new members as to correct way to perceive, think, and feel in relation to those problems. Despite the diversity in the definitions, it can be recognized that there is a common good where organizational culture is based on namely; underlying values and beliefs. These underlying values and beliefs are the basis for the behavior of individuals in the organization. It takes a long time before the values and beliefs are enshrined in the organization. To what extent individuals in the organization adopt the organizational culture can be characterized by the type of culture that prevails in the organization, called either a strong or a weak organizational culture.

Schein (1990) and Daft (2005) discussed that there are three levels of culture manifestation namely:

1. The observable values (artifacts): this is the level that can be observed, the visible organizational structures and processes. This level is still hard to understand;
2. The espoused values: on this level an image of the organization is created. The strategies, goals and philosophies are formulated through answered certain questions, to create that image;
3. Basic underlying assumptions: these are deep beliefs which form the essence of culture.

According to Wallach (1983) another way to analyze culture is by dividing culture into three categories namely: (1) Bureaucratic, (2) Innovative or (3) Supportive cultures.

- ✓ *A bureaucratic culture* is a very organized and systematic culture based on power and control with clearly defined responsibilities and authority. Organizations with this culture are mature, stable, structured, procedural, hierarchical, regulated and power-oriented;
- ✓ *An innovative culture* has a creative, result oriented, challenging work environment and is portrayed as being entrepreneurial ambitious, stimulating, driven and risk-taking;

- ❖ *A supportive culture* displays teamwork and is a people-oriented, encouraging, and has a trusting work environment. This culture is open harmonious, trusting, safe, equitable, sociable, humanistic and collaborative.

According to Hofstede (1998) organizational culture needs to be in the minds of all the members of the organization. A common similarity of the aforementioned definitions of organizational culture is that organizational culture can be seen **as a set** of underlying values and can influence the behavior of all the members of an organization and will socialize employees. “Organizational culture has been explored as it relates to job satisfaction, organizational commitment, productivity, and turnover intention (Lund, 2003; Sims, 2002)”.

According to Robbins & Sanghi (2007), organizational Culture is a system of common values which we can estimate that employees accept the similar organization culture even with different background within the organization.

## **2.1 Levels of Organizational Culture**

Organizational culture can be studied at several levels of an organization. It can be studied, for example, for an entire corporation, a national subsidiary, a specific division or for a work group. It has to be fair homogeneous and needs to be connected with the characteristics of culture (Hofstede, 1998).

Organizational culture can also be explained at several levels of employees. At a group-level there are several researchers who have explained organizational culture as the beliefs, the attitudes, and the values which are all the same for the employees of the organization. They work towards a common goal. At an individual-level it is defined as an employee giving meaning to what is experienced at the shop floor. If culture is built on individual interpretations of experiences and is seen as shared norms in the organization, it is at organizational-level (Kwantes & Boglarsky, 2007).

## **2.3 Types of organizational culture**

### **2.3.1 Power Culture Dimension**

Power-oriented culture is a dimension of the organizational culture model. In any given organization there is a need to use power in order to exercise control and influence behavior. Harrison and Stokes (1992, p 14) define power-oriented culture as “organizational culture that is based on inequality of access to resources”. of the organizational culture model indicates that a power-oriented culture organization is characterized by high centralization and low formalization modes of operation. Brown (1998, p 66) states that “a power culture has a single source of power from which rays of influence spread throughout the organization”. This means that power is centralized and organizational members are connected to the centre by functional and specialist strings (Harrison, 1993).

This type of organizational culture can also be regarded as being rule oriented in the sense that it focuses on respect of authority, rationality in procedures, division of work and normalization (Hampden-Turner, 1990). The centre is formal authority and holds the power to control and influence activities within the organization.

In this type of organizational culture a dominant head sits in the centre surrounded by intimates and subordinates who are the dependants (Harrison, 1993). In this regard a personal, informal and power management style becomes valued. Normally the organizational structure is a web structure that is hierarchical in nature (Brown, 1998). The web structure implies that the whole structural system connects to the central power while being hierarchical in nature means power is shared from top to bottom.

Power-oriented culture is found in both small and larger organizations. In small organizations run by power-oriented leaders, leadership resides in a few and rests on their ability (Brown, 1998). Those exercising power strive to maintain absolute control over subordinates. In such systems, the size of the organization is a problem because if the web links to too many activities it can break.

Harrison and Stokes (1992, p 14) indicate that in larger organization “at its worst power-oriented organizational cultures tends towards a rule by fear, with abuse of power for personal advantage on the part of the leaders, their friends and their protégés”. This would imply that in a larger organization there is the tendency to instill fear in the employees and to abuse power. This can lead to nepotism and favoritism..

In general, a power-oriented culture organization often has a top down communication approach (Harrison, 1993). Such an organization may be politically oriented in the sense that decisions are taken largely on the bases of influence rather than on procedural or purely logical grounds. The management may be threatened by new changes imposed by internal and external environments (Hampden-Turner, 1990).

Organizations try to rule their environment by exercising absolute power to dominate and control. As a result, some managers may experience the new managerial role of sharing power as losing power because their authority used to come from hierarchical positions (Kanter, 1997)

On the other hand, power-oriented organizations also have a positive side. According to Brown (1998, p 67) "the greatest strength of power cultures is their ability to react quickly, but their success largely depends on the abilities of the person or people at the centre". In other words, power-oriented organizations are able to exploit opportunities and react quickly to threats or danger.

### **2.3.2 Role Culture Dimension**

In the previous discussion on power-oriented culture, it was demonstrated how power is associated with people in high authority. On the other hand, Harrison and Stokes (1992, p 15) define role-oriented culture as "substituting a system of structures and procedures for the naked power of the leader". This type of culture focuses mainly on job description and specialization. In other words, work is controlled by procedures and rules that spell out the job description, which is more important than the person who fills the position (Harrison, 1993).

Brown (1998, p 67) states that "the strength of a role culture lies in its functions or specialties (finance, purchasing, production and so forth) which can be thought of as a series of pillars which are co-ordinate and controlled by a small group of senior executives (the pediment)". This implies that the foundation and pillars of such an organization are the formalized and centralized functions; which are controlled by role and communication procedures (Hampden-Turner, 1990). Such an organization is often stereotyped as bureaucratic because of its mechanistic procedures.

According to Harrison and Stokes (1992, p15) role-oriented organizations "operate on the assumption that people are not to be trusted, so they do not give individual autonomy or discretion to members at lower levels". This culture results in a hierarchical chain of

command which creates stability and predictability. It can offer security for organizational members by offering a predictable rate of climbing up a pillar and a chance to acquire specialist skill without risk (Brown, 1998). In essence, this role culture exists to ensure that organizational members do not make mistakes, while emphasizing legality, legitimacy and responsibility.

### **2.3.3 Achievement Culture Dimension**

Harrison and Stokes (1992, p 17) define achievement-oriented culture as “the aligned culture which lines people up behind a common vision or purpose”.

Achievement culture is often referred to as task culture, which entails that organizational member’s focus on realizing the set purpose and goals of the organization. Brown (1998, p 67) states that “a task culture is one in which power is somewhat diffuse, being based on expertise rather than position or charisma.

The organizational structure is like a net, with some of the strands of the net thicker and stronger than others (Harrison, 1993). Power is allocated based on short-term horizon, such as projects classifications. The completion of a task is important as team work rather than the promotion of individual positions or work (Hampden-Turner, 1990). Unlike role-oriented culture, where positional or personal power plays an important role, skills, competencies and expert power form the core of achievement-oriented culture. Therefore, authority is based on appropriate knowledge and competence.

The main strategic objective of this culture is to bring the right people together, in order to achieve the organizational goals (Brown, 1998). This suggests that the achievement-oriented culture is similar to team orientation as a characteristic of organizational culture. Martins and Martins (2003, p 381) describe team orientation as “the degree to which work activities are organized around teams rather than the individuals”. By bringing together a spectrum of people who are specialists in their fields; the organization is able to meet its market demand.

Teams of talented people and resources are brought together to focus only on specific projects or tasks. Stander (2003, p 199) states that the advantage of team, rather than individual, jobs is “creating the high-performance, high-flexibility, and high-commitment organization”. This is due to the fact that teams generate positive synergy through coordinated efforts. While using teams is an advantage, the main weakness of the achievement culture in this regard is that it overshadows individual performance (Harrison, 1993).

### **2.3.4 Support Culture Dimension**

Brown (1998, p 69) states that a support-oriented organization “exists solely for the individuals who compromise it, and may be represented diagrammatically as a cluster in which no individual dominates”.

The organizational structure is a benevolent cluster structure with minimal hierarchy, which implies less power control of employees (Harrison, 1993). Authority is assigned on the basis of task competence; this is similar to the role-oriented culture organization. Power sharing and the influence of power can only be exercised where there is a need for expert or task competence (Brown, 1998). As a result individuals influence each other through example and helpfulness. Martins and Martins (2003, p 381) describe people orientation culture as “the degree which management decisions take into consideration the effect of outcomes on people”. This implies that the well-being of employees is important to managers in this type of organization.

## 2.4 Dimension of culture

### Hotsfed dimension of organizational culture

#### 2.4.1 The Five Dimensions of Culture

##### 1. Power/Distance (PD)

This refers to the degree of inequality that exists –and is accepted –among people with and without power. A high PD score indicates that society accepts an unequal distribution of power, and that people understand "their place" in the system. Low PD means that power is shared and well dispersed. It also means that society members view themselves as equals.

	Characteristics	Tips
<b>High PD</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Centralized companies.</li><li><input type="checkbox"/> Strong hierarchies.</li> <li><input type="checkbox"/> Large gaps in compensation, authority, and respect.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Acknowledge a leader's power.</li> <li><input type="checkbox"/> Be aware that you may need to go to the top for Answers</li></ul>
<b>Low PD</b>	<ul style="list-style-type: none"><li><input type="checkbox"/> Flatter organizations.</li><li><input type="checkbox"/> Supervisors and employees are considered almost as equals.</li></ul>	<ul style="list-style-type: none"><li><input type="checkbox"/> Use teamwork.</li><li><input type="checkbox"/> Involve as many people as possible in decision making.</li></ul>

## 2. Individualism (IDV)

This refers to the strength of the ties people have to others within the community. A high IDV score indicates loose connections. In countries with a high IDV score there is a lack of interpersonal connection, and little sharing of responsibility beyond family and perhaps a few close friends. A society with a low IDV score would have strong group cohesion, and there would be a large amount of loyalty and respect for members of the group. The group itself is also larger and people take more responsibility for each other's well being.

	Characteristics	Tips
<b>High IDV</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> High valuation on people's time and their need for freedom.</li> <li><input type="checkbox"/> An enjoyment of challenges, and an expectation of rewards for hard work.</li> <li><input type="checkbox"/> Respect for privacy.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Acknowledge accomplishments.</li> <li><input type="checkbox"/> Don't ask for too much personal information.</li> <li><input type="checkbox"/> Encourage debate and expression of own ideas.</li> </ul>
<b>Low IDV</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Emphasis on building skills and becoming masters of something.</li> <li><input type="checkbox"/> Work for intrinsic rewards.</li> <li><input type="checkbox"/> Harmony more important than honesty.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Show respect for age and wisdom.</li> <li><input type="checkbox"/> Suppress feelings and emotions to work in harmony.</li> <li><input type="checkbox"/> Respect traditions and introduce change slowly.</li> </ul>

### 3. Masculinity (MAS)

This refers to how many a society sticks with, and values, traditional male and female roles. High MAS scores are found in countries where men are expected to be "tough," to be the provider, and to be assertive. If women work outside the home, they tend to have separate professions from men. Low MAS scores do not reverse the gender roles. In a low MAS society, the roles are simply blurred. You see women and men working together equally across many professions. Men are allowed to be sensitive, and women can work hard for professional success.

	Characteristics	Tips
<b>High MAS</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Men are masculine and women are feminine.</li> <li><input type="checkbox"/> There is a well defined distinction between men's work and women's work.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Be aware that people may expect male and female roles to be distinct.</li> <li><input type="checkbox"/> Advise men to avoid discussing emotions or making emotionally based decisions or arguments.</li> </ul>
<b>Low MAS</b>	<ul style="list-style-type: none"> <li><input type="checkbox"/> A woman can do anything a man can do.</li> <li><input type="checkbox"/> Powerful and successful women are admired and respected.</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Avoid an "old boys' club" mentality.</li> <li><input type="checkbox"/> Ensure job design and practices are not discriminatory to either gender.</li> <li><input type="checkbox"/> Treat men and women equally.</li> </ul>

#### **4. Uncertainty/Avoidance Index (UAI)**

This relates to the degree of anxiety that society members feel when in uncertain or unknown situations. High UAI-scoring nations try to avoid ambiguous situations whenever possible. They are governed by rules and order and they seek a collective "truth." Low UAI scores indicate that the society enjoys novel events and values differences. There are very few rules, and people are encouraged to discover their own truth

#### **5. Long Term Orientation (LTO)**

This refers to how much society values long-standing –as opposed to short-term –traditions and values. This is the fifth dimension that Hofstede added in the 1990s, after finding that Asian countries with a strong link to Confucian philosophy acted differently from Western cultures. In countries with a high LTO score, delivering on social obligations and avoiding "loss of face" are considered very important.

<b>High LTO</b>	<input type="checkbox"/> Family is the basis of society. <input type="checkbox"/> Parents and men have more authority than young people and women. <input type="checkbox"/> Strong work ethic. <input type="checkbox"/> High value placed on education and training.	<input type="checkbox"/> Show respect for traditions. <input type="checkbox"/> Do not display extravagance or act frivolously. <input type="checkbox"/> Reward perseverance, loyalty, and commitment. <input type="checkbox"/> Avoid doing anything that would cause another to "lose face."
<b>Low LTO</b>	<input type="checkbox"/> Promotion of equality. <input type="checkbox"/> High creativity, individualism. <input type="checkbox"/> Treat others as you would like to be treated. <input type="checkbox"/> Self-actualization is sought.	<input type="checkbox"/> Expect to live by the same standards and rules you create. <input type="checkbox"/> Be respectful of others. <input type="checkbox"/> Do not hesitate to introduce necessary changes.

## 2.5 Variables of Organizational Culture

### a) Attention to Detail

The degree to which employees is expected to exhibit precision, analysis, and attention to detail. Organizational culture based on employee's culture, and culture developed by the employees of organization. Every employee has different values, culture, personality, and traits according to its own values which are given. Then they work according to organization culture which is set by the organization. So there is positive impact of employee and organizational culture according to their customs. It tells all the detail about culture and then evaluated the whole organization which gives positive results.

#### **b) OUTCOME ORIENTATION**

The degree to which managers focuses on outcomes of the results and they do not pay attention that how those outcomes have been achieved. They do not focus on the ways methods in cause of that outcome. They only keep the concern with the final results.

#### **c) People Orientation**

When the management take the decision in the organization it impacts on employees, working in that organization negatively and positively. If the decision taken by the management in the favor of the organization as well as in the favor of the organization peoples then it would impact positively. And if they take such decisions which are not in the favor of organizational people then it will impact negatively.

#### **d) Team Orientation**

Degree to which the teams form to all works and to perform the work of the organization because through the team the goals can be achieved successfully rather than working as an individually.

#### **e) Aggressiveness**

The degree to which employees of organization is aggressive and competitive rather than cooperative. In this case mostly employees compete with each other for rewards and there is no unity among them to work for achievements of organizational goals.

#### **f) Stability**

It is the degree at which gradual changes occur where the organizational decisions and actions

emphasis maintaining the status quo. The organizational culture remains stable and change at slow rate that do not brings huge change in it. So any decision which is taken regarding taking any action remains maintain.

### **g) Innovation and Risk Taking**

It is a degree in which employees are encouraged to be innovative and to take risks. If the culture of the organization is innovative and risk taking then employees will be more encouraged towards their work. They must have ability to adopt new things in the market. It is says that more risk more profit. So, risk taking organizations are more successful and profitable. They trained their employees according to the culture of organization. When the organization is successful, their employees will become satisfy to works with that organization. Their main focus is towards their goal which is product development and innovation.

## **2.6 Empirical Finding on Organizational Cultures**

This section presents the empirical finding of prior researchers on organizational culture. According to Kerego&Mthupha (1997) as was cited in Sempane et.al (2006) view job satisfaction as the evaluation of organizational context while organizational climate provides a description of the work context. They define 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 receive and those expect 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 meaning to them.

Odom etal (1990) investigate the relationship between organizational culture and three element employees' behavior, namely, commitment work group cohesion & job satisfaction. They concluded that the bureaucratic culture, which dominated their sample of transportation organizational, was not the culture most conducive to the creation of employee commitment, job satisfaction & work group cohesion

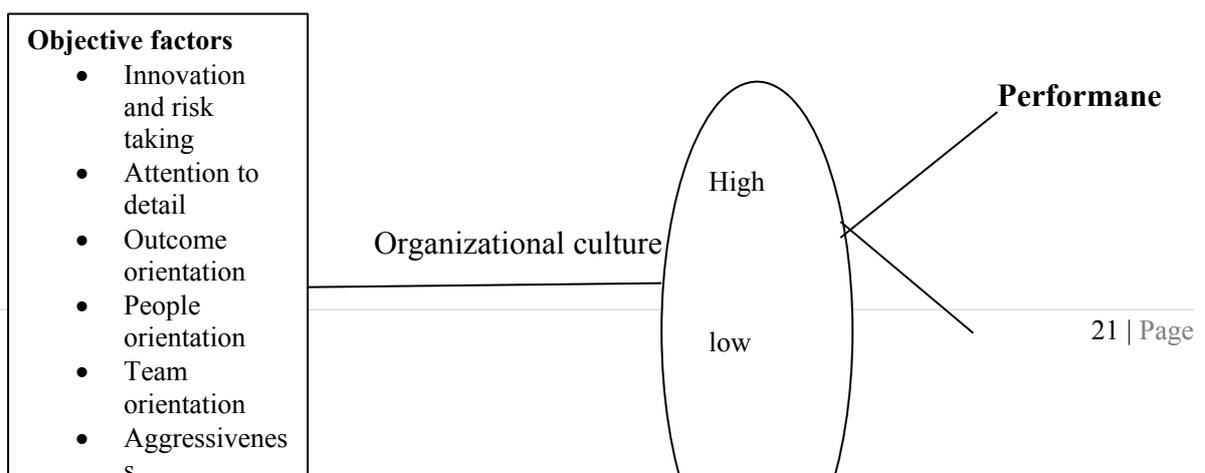
Colin sivesstron conducted a study on Taiwan organization in 2003 found that involvement in an organization that bureaucratic organization culture resulted in the lowest level of job satisfaction level of job satisfaction and organizational commitment. An innovative culture was next highest satisfaction and organizational commitment.

Nystom (1993) investigate health care organizations, found that employee in strong culture tend to express greater organizational commitment as well as higher job satisfaction

Deshpande, and Farley, (2004) who attest that culture can influence employee motivation; employee morale and goodwill; productivity and efficiency; the quality of work; innovation and creativity and the attitude of employees at the workplace.

Similarly, Denison's (1990) research indicates that organizational culture influences organizational performance directly.

## 2.7 CONCEPTUAL FRAME WORK



Robbins. & judge. A. (2009). Organizational behaviors (13<sup>th</sup> ed)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **Introduction**

This part of the study clarifies about the methods that research used in conducting the research study. The chapter covers the study design and population including the sample size, sampling procedure sources of data, the instrument.

#### **3.1 Research design**

Research design is specific research methodology and techniques to achieve the objective of study, it encompasses techniques used in choosing alternative research methodology and techniques issues used source of data, sampling size and methods of data collection and analysis in order to gather any pertinent data and carrying out the whole research paper. A research design is a grand plan of approach to a research topics it is a quite a lot works and reading as well as simply understanding of the views of researchers (Greener 2008).

In this study descriptive survey research design was used by using both qualitative and quantitative method. This design was particularly important for the study because it helps to describe and interpret the actual events that exist now and existed in the past. Moreover, Greene and others in Nagy (2010) argued that while using mixed methods researcher should consider triangulation, complementarily, development, initiation and expansion in addition the researcher was used both quantitative and qualitative approach that are important to measure objective and perform statically analysis of numeric data to understand and explain a phenomena and focusing on understanding social phenomenon from the perspective of the participant in study.

As per the view of Tashakkori and Terddle (cited in Sanders et al. 2007) qualitative and quantitative techniques and procedures do not exist in isolation rather. Curran and Blackburn (cited in Saunders et al 2007) viewed that a combination of qualitative and quantitative methods as well as using primary and secondary data.

Basically, qualitative research is more subjective in nature than quantitative research and involves examine and reflecting on less tangible aspects of research subjective such as values, attitude, perception, Kothari (ed, 2004) discussed approach is deals with subjective assessment of attitude opinions and behaviors. STATISTICAL PACKAGE FOR SOCIAL STUDIES was used for analyzing data that is gathered from respondent via questionnaires.

### **3.2 Population of the study**

The total population for this study is all employees of Dashen Bank who work under different location of Addis Ababa (north district, south district, western district and western district Addis Ababa) with grade of “A”. Within those four districts there is around eight “A” branches with those branches 400 workers are available.

### **3.3 Sampling technique**

Dashen bank has classified its branches found in Addis Ababa region into four districts i.e. the north, south, west and east. The branches in Addis Ababa region are both city branches and outlying branches. Because of the remoteness of the outlying branches and considering the response rate in data collection from these branches the target population is narrowed to the 8 branches found in the city that have “A” grade only.

There are a total of 400 employees in the 8 of branches found in the city. According to Israel Glain (2012) sample selection method with a probability of 93% free error a total of 204 samples are drawn from the total population by using the following formula.

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

Where n is sample size, N is the population size and e is the level of precision

Considering the geographical dispersion of branches found in the city and the homogeneity of the population of Dashen bank of its cultural aspects the researcher selected from each of four district two branches with highest number of employees and the total of eight selected branches 204 samples are drawn proportionally.

The researcher used purposive sampling techniques to select the 8 branch among the 92 city branches based on the highest number of employees and used incident sampling techniques to distribute the questionnaires to the 204 respondent purposive sampling is used to make the sample manageable to the researcher considering the available resources.

### **3.4. Source of Data and Tools Used**

To collect the necessary data for the study the researcher used both primary and secondary data collection method. From the primary data collection method the researcher used questionnaires to collect data from the branch employee's. Reviewing prior literature regarding of organizational culture was used as a secondary data collection method.

The required data from the selected branch employees was collected by using a standard questionnaire for organizational culture where the reliability of the questions are tested and approved to be reliable. Organizational culture questionnaires'' adopted from Anas (2009).

The researcher chose questionnaires' to collect first hand information from the respondents because questionnaires'' have some advantage like lower cost, it gives better sample, its more standardize for all the respondents, its more confidentially and respondent have adequate time to give well thought out answers.

The reason for choosing interview to collect information from the management was because it has the highest response rates, quick response can be attained, personal contacts are involved, follow up questions can be asked and it permits the longest questionnaire.

### **3.6 Validity & Reliability of Measures**

#### **Validity**

The questioner used for this structure into two parts the first part were demographic, the second one is organization culture questioner's part which was adopted from Anas (2009)questioners with some modification and checked using pilot test. Reliability is one of

the major criteria for evaluating research instruments questioners used in the study was adopted from Anas (2009) and was make the instrument valid and expert opinion was given on the instrument by the research advisers to improve its validity.

### **Reliability**

The researcher conducts a reliable test on the seven dimension of organizational culture accordingly to Nunnally (1978) 0-60 is an acceptable level for reliable measure and based on the data in the table below all the seven dimensions have a value greater than0-60 and it is possible to conclude the fall of the seven dimension of organizational culture are reliable.

#### **Reliable statics**

Reliability statics for organizational culture dimensions

Cronbach's Alpha	N of Items
.825	21

Source: own survey 2016

### **3.7 Ethical Considerations**

In undertaking this study the researcher take in consideration good ethical principle , that the researcher should at all times and under all Circumstance report the truth and should never present the truth in a biased nature . participants are informed about the purpose of the research and assure that the result will be secret .This study asserted in ensuring that people were open and honest with their comments tells that the interesting parties often can access to the information obtain during the research, it will be un ethical to disclose such information.

## **Chapter four**

### **DATA ANALYSIS AND INTERPRETATION**

This section of the study deals with presentation, analysis, interpretation and discussion of the data gathered through questionnaires and interview. The data collected from Dashen bank branches through questionnaires is analyzed and interpretation of the result is given by using the help of STATISTICAL PACKAGE FOR SOCIAL STUDIES software version 20. The accuracy of the data entry and missing data were examined for all relevant variables before conducting the analysis frequency tables for each item were checked to see whether the missing cases per variables.

A total of 204 questionnaires were distributed and 191 of them were returned which gives a response rate of 93.6%. The data collected from the above source were used to analyze the following:

- Innovation & risk taking
- Outcome orientation
- Stability and communication
- People orientation
- Attention to detail
- Team work
- Aggressiveness

To assess innovation and risk taking, outcome orientation, stability and communication, people orientation, attention to detail, team work, aggressiveness choice were used by 1&2 for strongly disagree & disagree respectively 3&4&5 for neutral, agree and strongly agree respectively.

#### 4.1 Demographical characteristics of the respondent

The personal information acquired from the completed and returned questionnaires is summarized and described here below

Table 4.1 Demographical Characteristics of the respondent

<b>Gender</b>			
	Frequency	Percent	Valid Percent
Male	119	62.3	62.3
Female	72	37.7	37.7
<b>Total</b>	<b>191</b>	<b>100</b>	<b>100</b>
<b>Age Group</b>			
Less than 20	0	0	0
20 –29	97	50.8	50.8
30 –39	83	43.5	43.5
40 –49	9	4.7	4.7
50 and above	2	1.0	1.0
<b>Total</b>	<b>191</b>	<b>100</b>	<b>100</b>
<b>Educational Status</b>			
Certificate	0	0	0
College Diploma	66	34.6	34.6
BA/BSC Degree	118	61.8	61.8
MA/MSC Degree	7	3.7	3.7
<b>Total</b>	<b>191</b>	<b>100</b>	<b>100</b>
<b>Year of Service in Dashen bank</b>			
Less than 1 year	0	0	0
1 to 3 years	19	9.9	9.9
3 to 6 years	98	51.3	51.3
6 to 9 years	53	27.7	27.7
More than 9 years	21	11.0	11.0
<b>Total</b>	<b>191</b>	<b>100</b>	<b>100</b>

#### Current position in the bank

Customer service agent(CSA)	87	45.5	45.5
Cashier	6	3.1	3.1
Auditor	16	8.4	8.4
Sorting tellers	7	3.7	3.7

<b>Total</b>	<b>191</b>	<b>100</b>	<b>100</b>
--------------	------------	------------	------------

Source: own survey 2016

Among the total respondents i.e. 119 (62.3%) of them were male and the remaining 72 (37.7%) were female. This shows that the number of female staff is less by half from the number of male staff which means there is gender imbalance in the organization.

Regarding the age group of the respondents, the larger portion of the respondents that is 97 (50%) falls within the age group of 20 to 29. Age group from 30 to 39 and 40 to 49 hold 83 (43.5%) and 9 (4.7%) number of respondents respectively. Respondents of age group 50 and above contain the least number of respondents, which are 2 (1%). From this we can say that Dashen bank is filled with more younger, energetic and productive manpower that can be able to transform the mission and vision of the organization into reality.

Concerning educational status of the respondents, staffs who are degree graduates have the largest portion which is around 118 (61.8%), among the total respondents, 66 (34.6%) of them have college diploma and the rest of the respondents which is 7 (3.7%) have masters degree holder. The fact that almost all of the respondents being educated in different levels it is believed that they can easily understand the questionnaire as desired by the researcher.

Based on the data collected through questionnaire, the large portion of respondents 98(51.3%) fall within the range of three to six years of service in Dashen bank, the second highest percent 53 (27.7%) of the respondents have six to nine years of experience, 21 (11%) respondents have more than nine years in Dashen bank and the rest 19 (9.9%) from the sample size have an experience of one to three years of experience. It is the researcher believes that these combinations of the respondents were good enough in finding the accurate information because the majority of respondents have one to three years and six to nine years of experience in Dashen.

In general the above table which is characteristics of the respondents shows that the study is represented by those who are qualified in understanding the questionnaire as well as the subject matter, most of them are at their younger age which helps them to respond their true feeling

without fear of losing their job and those who have an experience of more than three years in Dashen bank again which helps them to understand the organizational culture which were possessed in Dashen bank. As a result it is the researcher belief that the study is well represented by the respondents which helps to get the opinion of all which assures the accurate data have been secured from the respondents of the sample size.

## 4.2 Descriptive analysis of data

### 4.2.1 Innovation and risk taking

The assessment of the respondent on company culture toward encouraging innovation and risk taking  
SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.2 Respondents view on innovation and risk taking*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>The organization encourages &amp; support innovation</b>	134	70.2	27	14.1	11	5.8	12	6.3	7	3.7	191	1.5916	1.08615
<b>New and improved ways to do work are continuous adopted</b>	7	3.7	105	55.0	31	16.2	35	18.3	13	6.8	191	2.6963	1.03208
<b>Is there any encouragement to take new job/task?</b>	3	1.6	171	89.5	10	5.2	10	5.2	1	.5	191	2.1152	.47830

Source: own survey 2016

On the first question respondents were asked about the organization encourages & support innovation in Dashen bank and the largest share which is 134 (70.2%) and 27 (14.1%) respondents replied that the organization not encourages and support innovation for its employees and 11 (5.8) they are neutral about this ideas. In addition among the respondents 12 (6.3%) and 7 (3.7%) of them are agree with the organization encourages and support innovation. The next question which was forwarded to respondents was does the organization continually adopted new and improved way to do works. As a result 105 (55%) of respondents disagreed that Dashen bank not continuously adopted new and improved ways to do works , 35 (18.3%) are agree with there is culture of implementing new and improved way are continuously adopted in the organization. 31 (16.2%) remain neutral and 13(6.8) are strongly disagree with this dimension of culture. From the responses a large number of respondents have negative agreement.

Respondents of the study were also asked about is there any encouragement to take new job/tasks. Accordingly, majority of the respondents which is 171 (89.5%) replied disagree with there is no encouragement to take new job/tasks. 10 (5.2%) and 10(5.2) remain neutral and agree

respectively and 3(1.6) are strongly disagree with this ideas. This shows that one of organizational cultures variable i.e. innovation and risk taking not well practicing in the organization.

#### 4.2.2 Outcome orientation

The assessment of the respondent about company's outcome orientation culture practice presented below.

SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.3 Respondent view on outcome orientation*

	SD		D		N		A		SA		TOATL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
In my organization my superiors are concern with whether I have completed my task or not that how I did it	5	2.6	73	38.2	37	19.4	53	27.7	53	27.7	191	3.0838	1.11605
In my organization there is a well defined criteria in evaluating performance	6	3.1	74	38.7	47	24.6	43	22.5	21	11.0	191	2.9948	1.08820
My organization has performance oriental culture	2	1.0	160	83.8	11	5.8	13	6.8	5	2.6	191	2.2618	.71418

Source: own survey 2016

Participants of the study were asked about companies superiors are concerned about whether employees complete their task or just the final outcome and they provided their answer as 73 (38.2%) disagree, 53 (27.7%) agree, 53 (27.7%) strongly agree, 37 (19.4%) natural. In this regard almost 38.2% respondents believes that company's superiors are concerned about for the final outcome rather the work flow.

Majority (38.7) of the respondent believes that the organization have not well defined criteria in evaluating performance ,24.6% of the respondent are natural about this ideas , 22.5 of the respondent are agree with the company have well defined criteria in evaluating performance, 11% of the respondents are strongly agree with there is well defined performance criteria. This shows that there communication problem to create awareness about performance criteria that evaluate employees work progress.

Respondents were also asked about does the companies have performance oriented culture in the organization and 160 (83.8%) of the respondents are disagreed with the ideas of performance oriented culture in the company,13(6.8)of the respondent are agree with there is

performance oriented culture in the organization,11(5.8%) of the respondent are natural, 5(2.6%) of the respondent are strongly agree and 2(1.0%) of the respondent strongly disagree with the ideas of performance oriented culture. This shows that company’s management not gives an attention for one the organizational variable i.e. outcome orientation.

#### 4.2.3 Stability and communication

The assessment of respondent about communication and problem handling culture in the organization

SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.4 Respondent view on satiability and communication across the organization*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>There is proper channel for grievance handling in my organization</b>	3	1.6	159	83.2	16	8.4	8	4.2	5	2.6	191	2.2304	.71418
<b>My organization focuses on improving communication between management old staff as an important company objective</b>	3	1.6	159	83.2	14	7.3	13	6.8	2	1.0	191	2.2304	.67225
<b>Information is widely shared for everyone to get what she/he needs</b>	3	1.6	161	84.3	13	6.8	13	6.8	1	.5	191	2.2251	.63792

Source: own survey 2016

For the question raised by the researcher about if there is proper channel grievance handling in the organization, 159 (83.2%) believe that there is no channel for grievance handling in the organization and 16 (8.4%) of the respondents are natural.8 (4.2) of the respondent agree with their proper channel of grievance handling culture,5(2.6%) of the respondent are strongly agree with this dimension of culture possessed in the organization and 3(1.6%) of the respondent strongly disagree with dimension culture.. The main aim of having proper channel of grievance handling to create healthy environment between employees this create more friendly relation between employees.

As we can see from the above table majority of the respondent 159(83.2) believe that the companies not focuses on improving communication between management and old staff as an important company objective, 14(7.3%) of the respondent are neutral,13(6.8) of the respondent are agree with there is an effort within the organization to improve communication between management and old staff as an important company objective ,3(1.6) of the respondent strongly disagree with dimension of culture and 2(1.0%) of the respondent are believes that the organization focus on improving communication between the management and old staff as an important company objective.

When respondent were asked about information sharing across the organization most of the respondent 161(84.3) replied that information is not shared across the origination, 13(6.8%) of the respondent are remained neutral, 13(6.8%) of the respondent agree with information is widely shared across the organization. 3(1.6%) of the respondent strongly disagree with there is culture of information sharing across the organization. This shows that the third organizational culture variables i.e. stability and communication not well practiced in DashenBank Share Company.

#### 4.2.4 People orientation

The assessment of the respondent's perception on people orientation practice of the bank is presented below.

SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.5 Respondent view on people orientation in the bank*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>Employee are treated fairly in my organization</b>	3	1.6	160	83.8	16	8.4	7	3.7	5	2.6	191	2.2042	.60279
<b>People are considered to be the most valuable asset of the organization</b>	2	1.0	163	85.3	15	7.9	8	4.2	3	1.6	191	2.1990	.60017
<b>Decision in my organization are made taking into consideration the possible that it may bring to employee</b>	5	2.6	159	83.2	16	8.4	9	4.7	2	1.0	191	2.1832	.60082

Source: own survey 2016

The frequencies from the above table showed that 160(83.8) of the number of respondent who participated in the survey disagree with employees are treated fairly in the organization, 16(8.4%) of the respondent are remained neutral, 7(3.7%) of the respondent thinks the organization treated its employees fairly, 5(2.6%) of the respondent strongly agree that employees are treated fairly in the organization and finally 3(1.6%) of the respondent strongly disagree with employees are treated fairly in the organization.

Respondent were quizzed to share their views of whether the organization consider its employees as most valuable asset of the organization.

The above table demonstrate that 163(85.3%) of the respondent said the companies not consider its employees as most valuable asset of the organization. While 15 (7.9%) of the respondent remained neutral, 8(4.2%) of the respondent agree with employees are the most valuable asset of the organization, 3(1.6%) of the respondent are strongly agree with the organization consider its employees the most valuable asset of the organization.

According to the frequencies clearly depicted above 159(83.2%) of the respondent disagree with decision I the organization are made taking consideration the possible that it may bring to

employee, 16(8.4%) of the respondent remained neutral, 9(4.7%) of the respondent agree with decision making in the organization take a consideration of employees , 5(2.6) strongly disagree with this dimension of culture and 2(1.0%) of the respondent strongly agree with employees are consider while decision are made in the organization. This implies that company’s management not give a special attention for their employees.

#### 4.2.5 Attention to detail

The assessment of the respondents’ view on attention to detail practice in the bank presented below.

SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.6 respondent view on attention to detail practice in the bank*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>My superiors care for details of the work I do than simply the outcome</b>	2	1.0	158	82.7	14	7.3	13	6.8	4	2.1	191	2.2618	.69172
<b>IN my organization people are evaluated based on how they did their job as well as based on the outcome</b>	1	.5	160	83.8	11	5.8	17	8.9	2	1.0	191	2.2618	.66851
<b>In my organization my superiors have sufficient knowledge about their job</b>			155	81.2	15	7.9	19	9.9	2	1.0	191	2.3089	.69120

Source: own survey 2016

Respondent were asked about companies superiors care for detail of the work than simply the outcome of the task.

From the above table it is realizes that 158(82.7%) of the respondent believes that companies superiors care for the final outcome rather for the detail, 14(7.3%) of the employees are remained neutral. 13(6.8%) of the respondent agree with superiors are give greater attention for the detail of the work rather simply on the outcome.

The above table, it is clearly presented that 160(83.8%) of the respondent disagree with people are evaluated based on how they did their job as well as based on the outcome. 17(8.9%) of the respondent agree with people evaluated based on how they did as well as based on the outcome. 11(5.8) the respondents remained neutral. 2(1.0%) of the respondent strongly agree with evaluation based on the outcome and how they did their work. 1 (0.5) strongly disagree with evaluation based on the flow the work as well as the outcome.

The above table shows that 155(81.2) of the respondent not think about superiors have sufficient knowledge about their job. 19 (9.9%) of the respondent agree with superior have sufficient knowledge about their jobs. 15(7.9%) of the respondent remained neutral. 2(1.0%) of the respondent strongly agree with superior have sufficient knowledge about their job. This show that the company's management give greater attention for the final outcome rather detail of the job performed by the employees.

#### 4.2.6 Team work

The assessment of respondent perceptions' on team work practice in the bank presented below.  
SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.7 Respondent view on Team Work practice across the Bank*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>I perform my job lonely</b>	9	4.7	162	84.8	10	5.2	5	2.6	5	2.6	191	2.1361	.65075
<b>Usually tasks are assigned to workers in team</b>	10	5.2	115	60.2	26	13.6	27	14.1	13	6.8	191	2.5707	1.02289
<b>Rewards in my organization are based on group performance rather than individual</b>	50	26.2	92	48.2	19	9.9	20	10.5	10	5.2	191	2.2042	1.10272

Source: own survey 2016

Respondent asked whether they prefer doing a job lonely rather doing in team. Accordingly, respondent shared their view as show above.

From the table it realized that 162(84.8%) of the respondent disagree with performing job lonely, followed by 10(5.2%) remained neutral, while 9(4.7%) of the respondent strongly disagree with idea. 5(2.6%) both for agree and strongly agree. According to the frequencies clearly depicted above 115(60.2%) believes tasks are assigned to individual rather in team, 27(14.1%) of the respondent agree with tasks are assigned in team rather for individuals. 26(13.6%) remained neutral.13 (6.8%) of the respondent strongly agree with task are assigned for team rather than team. 10(5.2%) of the respondent strongly disagree with team orientation.

The frequency in table above indicate that 92(48.2%) of the respondent replied that reward in the organization based on individual performance rather than team performance. 50(26.2%) of the respondent strongly disagree with reward in the organization are based on group performance rather than individual. 20(10.5%) of the respondent believes that organization gives reward based on team performance rather individual performance .19(9.9%) of the respondent remained

neutral and 10(5.2%) of the respondent strongly agree with dimension of culture. This shows that the six variables of organizational culture i.e. team work not well practiced in Dashen Bank.

#### 4.2.7 Aggressiveness

The assessment of the aggressiveness behavior of the employees are presented in table 4.8

SD = Strongly Disagree, D = Disagree, N = neutral, A = Agree, SA = Strongly Agree

*Table 4.8 Respondent view on Aggressiveness in the Bank*

	SD		D		N		A		SA		TOTAL	MEAN	STD
	F	%	F	%	F	%	F	%	F	%			
<b>Co-works support me in carrying out my job</b>	21	11.0	13	6.8	39	20.4	58	30.4	60	31.4	191	2.8272	1.05048
<b>There is stiff competition among workers in doing their jobs</b>	11	5.8	60	31.4	62	32.5	42	22.0	16	8.4	191	2.9581	1.05048
<b>Workers in my organization are in general aggressive</b>	40	20.9	77	40.3	44	23.0	23	12.0	7	3.7	191	2.3717	1.05782

Source: own survey 2016

The majority of the respondent 60(31.4%) believes that co-workers are a support each other in carrying out /performing a job. 58(30.4%) of the respondent agree with co-worker support each other for accomplishing jobs. 39 (20.40%) remained neutral. 21(11.0) and 13(6.8%) strongly disagree and disagree respectively. According to table above, 62(32.5%) of the respondent remain neutral. 60(31.4%) of the respondent believes that there is no stiff competition among worker in doing their job. 42 (22%) of the respondent agree with there is a stiff competition among workers in doing jobs and 16(8.4%) respondent strongly agree with this. 11(5.8%) of the respondent strongly disagree with dimension of culture. As per the result of gained in the survey 77(40.3%) of the respondent not believe that workers in the organization are not aggressive. 44(23%) of the respondent remain neutral .40(20.9%) of the respondent strongly disagree with workers in the organizational are aggressive. 23(12%) of the respondent believes workers in their organization generally aggressive and 7(3.7%) of the respondent strongly agree with this dimension. This shows that employee of Dashen Bank not aggressive.

#### 4.3 Interview result

From chosen district four manger are voluntary for filling this interview checklist. As per the answer of those managers the organization encourages and a support

outstanding employee in the company's to initiate other employees for better performance, but according to employees response the company does not encourage and support innovation instead of this past performance the employee are take into consideration. as per the result of this interview shows that there is culture of new and improved methods continually adopted in the organization and in regarding of evaluating performance the manager replied that there is well defined criteria in evaluation employees performance in the organization , however the employees does not accept this answer, majority of the respondent (55%& 89%) believes that the organization not continually updated work producers and there is no encouragement to take new job/task. As per the view those managers Information is widely shared across the organization that anyone in the organization can get easily except some confidential information's. As per the answer of the mangers employee are consider valuable asset of the organization with those employee companies survival is in danger and a company's have culture of accepting employees ideas as an input for decision making in the organization, but those answer are contradicts with employees responses. Work autonomy is granted for employees to accomplish their tasks and same again employee's response is disagree with this response. All the decision is related with work activities decided by superiors. Finally team works is highly appreciated in the organization but this response is contradicted with employees response, majority of the respondent believes that (60%) tasks are assigned to individual instead of group of people.

## **CHAPTER FIVE CONCLUSIONS AND RECOMMENDATION**

### **5.1 Conclusion**

In this part of the paper results of the data presented and analyzed in the previous chapter will be expressed and summarized in conclusive statement. Recommendations are also to be made based on the finding 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 means of inspiration to employees.

Culture is an influential factors on behaviors of individuals ranging from national culture to regional there by organizational and even to that of informal group that form their own sub culture .in order for and organization to achieve its goals and objectives as well as escalates workers performance, then

The study hence, addressed basic issue that had to raised regarding the company's culture. Accordingly, summery of what has been assed and analyzed so far will be depicted in the following manner.

- The organization does not encourage innovation and risk taking.
- Outcome orientation cultures are not well practicing in the bank
- Information not widely shared across the organization
- There is no grievance handing method in the organization.
- Employees are not considered in the organization.
- The final outcome is major concern instead of the whole process.
- Job/tasks are not constructed around teams.
- Companies employees are not that much aggressive in doing job
- ❖ Majority of the respondent believe that the seven organizational variables are not practically workable at Dashen bank Share Company.
  
- ❖ The company's management is not that much sensitive those organizational cultures variables instead the only focus of the management on the profitability of the bank.

## **5.2 Limitation of the Study**

Some of the limitations the researcher faced in the study are the following:

- ❖ Lack of respondents 'cooperation to fill out the distributed questionnaires' and return it on time.
- ❖ Due to the failure of sample respondent to answer with candor results might not accurately reflect the opinion of all members of the included population.
- ❖ Due to the small sample available for the study results may not be generalizable beyond Dashen bank Addis Ababa area from which the sample was drawn.

- ❖ Due to lack experience on comprehensive research, the researcher has faced challenge in utilizing data collection, measurement and data analysis techniques.

## **5.4 Recommendation**

Based on the finding and analysis of the data collected, both primary and secondary , via questionnaires , interview and secondary data review the researcher forward the following recommendation for the sake of the company 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 encourages the discoveries of new and innovation way of doing things: workers must feel relaxed and not tighted; they will be encourages to do things that pleases them and which in benefit to the company.

Therefore, with regard to the company's innovation and risk taking encouragement, the organization should.

- The organization must give work autonomy for its employees.
- Remedy self-initiative acts that may result in positive outcome to the company so that others will tend to do the same.
- Give recognition for employees that come up with new ideas.

Effectively communicating rules, regulation, 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.

- Information must be readily available for employees of the bank and continually update those information
- Proper channel of grievance handling must apply in the organization

An organization that considers its workers as 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 called to be people oriented. People always would like to have themselves that provide 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 and objectives.

In this regard Dashen Bank Share Company should:-

- Create good work environment in the organization that prevent employees from different accident.
- Treat everyone fairly this create more belongingness to the organization
- Reward must be based on performance
- Focus on solving workers problem related with their job.

The degree to which employees are expected to exhibit precision, analysis and attention to detail 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 simply focusing on the final out come
- Participating employees in task planning
- The company's decision must be take consideration of employees in the organization.
- The company should also promote and encourage such behaviors to acceptable degree as it creates sense of competence between workers.
- From the workers side they should develop acceptable level of aggressiveness so they could get motivated to perform their duties.

A team is always distinguished by the fact that its members are people with complementary skill who are committed to a common purpose, set of performance goals and approach for which they hold themselves mutually accountable. Therefore task must be assigned to the group of people instead of individually and this create good sprit across the organization

Human Capital, which gives competitive edge due to its uniqueness, is one of the resources that work as a pillar for an organization (Holland, Sheehan and De Cieri, 2007). The focus has therefore shifted to the organizations “people”, (Cohen, 2005). The Employee’s play an important role in organizations, they are the greatest resource an organization can have and it is through their involvement and commitment that the organization can become competitive (Sempane, Rieger&Roodt, 2002). Therefore the company’s management should not only focus in the profitability of the bank rather it should be balanced.

In future researches should be conducted in more advanced and intensive ways on this subject matter, so that future researchers should eliminate limitation 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.

## Reference

- Anas, M. (2009) Organizational Culture And Job Satisfaction A Care Of Academic Staff At University Of Utra.
- Brown, A. (1998). *Organizational Culture*. 2nd ed. UK: Pearson Education Limited.
- Deal, T.B., & Kennedy, A., (1982). *Corporate Culture: The Rites And Rituals Of Corporate Life*. Addison - Wesley; London.
- Denison, D.R., (1990). *Corporate Culture and Organizational Effectiveness*. Wiley: New York.
- Daft, R. (2005). *The leadership experience*. Ohio: Thomson South-Western.
- Dr.Sue Greener (Ed.2008) *Business Research Methods*; Viewed 19 February 2014 And Published In Book Boon Database
- Ed, S & MargyG.(2004) *Understanding Motivation & Employess Satisfaction From A Clinical Engineering Perspective*
- Eslami, J., & Gharakhani, D. (2012). Organizational commitment and Job satisfaction. *ARNP Journal of Science and Technology*, 2 (2), 85-91.
- Franco, L.M., Bennett, S., & Kanfer, R. (2002). Health Sector Reform And Public Sector Health Worker Motivation: A Conceptual Model. *Social Science & Medicine*. 1255-1266.

- Gordon, G., &Ditomaso, N., (1992). Predicting Corporate Performances Given Organizational Culture. *Journal Of Management Studies*,29(1), 783-798. Of califorina PEOD
- George, G., Sleeth, R.G., & Sniders, M.A., (1999). Organizing Culture: Leader Roles, Behaviors, And Reinforcement Mechanism. *Journal Or Business And Psychology*, 13(4), 545-560.
  - Hofstede, G. Bond, M. H. (1998). The Confucius Connection: from Cultural Roots to Economic Growth. *Organ Dyn*, pp. 5-21.
  - Harrison, R., & Stokes, H. (1992), Diagnosing organizational culture. Pfeiffer.
  - Hampden-Turner, C., Corporate Culture: From Vicious to Virtuous Circles, Piatkus, London, 1990.
    - Isreal ,Gd (2009) sampling the evidence of extension program impact program evaluation and organizational development. TFAS, university
- Lund, D. (2003). Organizational culture and job satisfaction. *Journal of Business and Industrial Marketing*, 18, 219-236.
- Mark Sanunder,Philip Lewis Adrian Thornhil Etal.2007,Research Methods For Business Student ;4<sup>th</sup> Ed. Prentice Hall, New Jersey (USA).
- Misener, T., Haddock, K., Gleaton, J., &Ajamieh, A. (1996). Toward an internationalmeasure of job satisfaction. *Nursingresearch*, 87-91.
- Nagy, s. (2010). *Mixed Research*. New York & London: Guilford Publications, Inc.
- Nunaally, J.C (1978) Psychometric Theory, McGraw , Hill , Newyork

- Robbins (1989) *Organizational Behaviors* 8<sup>th</sup> Edition, New Jersey Prentice Hall, International, Inc, Upper Saddle River.
- Robbins. & Judge. A. (2009). *Organizational behaviors* (13<sup>th</sup> ed)
- Robbins, S. P. and Sanghi, S. (2007). *Organizational Behavior*, Pearson Education, New Delhi.
- Schein, E.H., (1984). Coming To A New Awareness Of Organizational Culture. *Sloan Management Review*, 25(2), 3-15.
- Sempene , W. ,Rieger, H.&Roodt,G.(2006) job satisfaction in relation to organizational culture, sa journal of industry psychology , rand Afrikaans university
- Tabachnick, B.G.&Fidell,L.S .2007 using multivariate stastics.5<sup>th</sup> Ed. Boston Ally&Bacom.
- [www.dashenbanks.s.c.com](http://www.dashenbanks.s.c.com)
- Wallach, E. (1983). Individuals and organizations: The culture match. *Training and development journal*, 12, 28-36.
- V.G Kondalkar(2007). *Organizational Behaviuor* 1<sup>st</sup>ed ,New Age International (P) Limited, Publishers, 4835/24, Ansari Road, Daryaganj, New Delhi.

# APPENDECES

**ST MARRY UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

This questionnaire is prepared to collect first-hand information that will help to investigate *ASSESSMENT Of ORGANIZATIONAL PRACTICE IN CASE OF DASHEN BANK SHARE COMPANY*. I am conducting this study for the partial fulfillment of the requirement for the completion of master of Business Administration (MBA). I would like to assure you that the data collected through this questioner will be used for academic purpose and the confidentiality of the respondents will be maintained. There for Please put (√) or sign inon appropriate box to indicate your choices.

I kindly advise you to answer the question carefully thank you in advance for your cooperation.

General guide line

- ❖ Do not write your name
- ❖ Please put (√) or sign in the appropriate box to indicate your choices.
- ❖ I kindly advise you to answer the question carefully thank you in advance for your cooperation.

## **Part I. Demographic Characteristics of the Respondents**

1. Gender
  - a) Male
  - b) female
2. Age
  - a) 20-29
  - b) 30-39
  - c) 40-49
  - d) >50
3. Highest education
  - a) Certificate
  - b) Diploma
  - c) Degree
  - d) Masters and above
4. Experience in the organization
  - a) Below 1 year
  - b) 2-5 years
  - c) 6-10 years
  - d) > 10 years
5. Current work position\_\_\_\_\_
6. Length of staying working positionyears\_\_\_\_\_

**PART II OPINION SURVEY ON ORGANIZATIONAL CULTURE**

Please tick (✓) the option which you feel is right. The equivalent weight for the answer is

<i>INTERPRETATION</i>	<i>EQUIVALENT WEIGHT</i>
<b>STRONGLY AGREE (SA)</b>	<b>5</b>
<b>AGREE (A)</b>	<b>4</b>
<b>FAIRLY AGREE (FA)</b>	<b>3</b>
<b>DISAGREE (D)</b>	<b>2</b>
<b>STRONGLY DIS AGREE (SD)</b>	<b>1</b>

S.No	<i>Innovation &amp; risk taking</i>	1	2	3	4	5
1	The organization encourages & support innovation					
2	New and improved ways to do work are continuous adopted					
3	Is there any encouragement to take new job/task?					
	<b>Outcome orientation</b>	1	2	3	4	5
1	In my organization my superiors are concern with whether I have completed my task or not that how I did it					
2	In my organization there is a well defined criteria in evaluating performance					
3	My organization has performance oriental culture					
	<b>Stability and communication</b>	1	2	3	4	5
1	There is proper channel for grievance handling in my organization					
2	My organization focuses on improving communication between management old staff as an important company objective					
3	Information is widely shared for everyone to get what she/he needs					
	<b>People orientation</b>	1	2	3	4	5
1	Employee are treated fairly in my organization					
2	People are considered to be the most valuable asset of the organization					
3	Decision in my organization are made taking into consideration the possible that it may bring to employee					
	<b>Attention to detail</b>	1	2	3	4	5
1.	My superiors care for details of the work I do than simply the outcome					
2.	In my organization people are evaluated based on how they did their job as well as based on the outcome					

3.	In my organization my superiors have sufficient knowledge about their job					
	<b>Team work</b>	1	2	3	4	5
1.	I perform my job lonely					
2.	Usually tasks are assigned to workers in team					
3.	. Rewards in my organization are based on group performance rather than individual					
	<b>Aggressiveness</b>	1	2	3	4	5
1	Co-workers support me in carrying out my job					
2	There is stiff competition among workers in doing their jobs					
3	Workers in my organization are in general aggressive					

### Interview checklist for the management of the bank

1. Is there any encouragement & support mechanisms for outstanding employees in the organization

- a. Yes                      b. no

2. New and improved ways to do work are continuously adopted

Strongly disagree      2. Disagree      3. Fairly agree 4. Agree 5. Strongly agree

3. Is there any encouragement to take new job/task?

1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree 5. Strongly agree

4. In the organization is there any work freedom/job autonomy

1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree 5. Strongly agree

5. Is there any well-defined criteria in evaluating performance?

1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
6. Did the organization have performance oriental culture?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
7. Is there any proper channel for grievance handling in the organization?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
8. Does Information is widely shared around the organization?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
9. Does Employee are treated fairly in the organization?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
10. Does the company consider its employees asmost valuable asset of the organization?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
11. Does the company accept its Employees idea as an input for decision making?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
12. In the organization people are evaluated based on how they did their job as well as based on the outcome  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
13. In the organization strict control is exercise on works?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
14. Does the superiors have sufficient knowledge about their job?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree
15. Does the company encourage team work?  
 1. Strongly disagree      2. Disagree      3. Fairly agree 4. Agree5. Stronglyagree