



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

**RELATIONSHIP BETWEEN ORGANIZATIONAL CULTURE AND
EMPLOYEE JOB SATISFACTION: THE CASE DASHEN BANK S.C**

**BY
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ID. SGS/0222/2007A**

**JUNE 2016
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**“A THESIS SUBMITTED TO ST. MARY’S UNIVERSITY, SCHOOL OF
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DEDICATION

This research is dedicated to my husband, for his unwavering support, love, guidance, understanding and encouragement that you given me throughout my studies. I say thank you Samson and may God bless you and pay you back.

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ABBREVIATIONS/ ACRONYMS

JSS	:	Job Satisfaction Survey
OCAI	:	Organizational Culture Assessment Survey
SD	:	Standard Deviation
SPSS	:	Statistical Packaging for Social Science
Df	:	Degree of freedom

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ABSTRACT

The purpose of this study was to investigate the relationship between organizational culture and employees' job satisfaction at Dashen Bank S.C. accordingly, the objective of the study to examine the existing culture and identify the relationship between organizational culture and job satisfaction. The research sample was composed of 270 professional, and other clerical staffs. The samples are drawn from the total population using Stratified Random sampling techniques for selection. Moreover, the data gathering tools for this research were Two standardized questionnaires, Consequently, the Organizational Culture Assessment Instrument (OCAI), and the Job Satisfaction Survey (JSS). Data were analyzed using descriptive statistics such as percentages, mean, frequency and standard Deviation, as well as, inferential statistics of Pearson product moment correlation were used. Finally, the study revealed that Hierarchical Culture was the Dominant culture of the bank (predictability and stability), Based on the results of a Pearson product-moment correlation, the researcher concluded that there was a statistically significant positive correlation between organizational culture and Job Satisfaction. Employees' level of job satisfaction was below average. Therefore, the leaders of Dashen Bank expected to work hard and make sure employees acquire the relevant organizational culture and expected to encourage and motivate employees extrinsically and intrinsically.

Key words: *Organizational Culture, Job Satisfaction*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Culture, at the workplace, is a very powerful force, which is consciously and deliberately cultivated and passed on to the incoming employees. The very thread holds the organization together. The importance of organizational culture emphasized by Peters and Waterman (1999), who state that, without exception, the dominance and coherence of culture proved an essential quality of the excellent companies. Moreover the stronger the culture, the more it directed to the marketplace, the less need for policy manuals, organization charts, detailed procedures or rules. In these companies, people way down the line know what they are supposed to do in most situations because the handful of guiding values is clear. In addition to organization-level effects, the impact of organizational culture on key employee attitudes is well documented (Cameron & Quinn, 2011).

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). A reason for implementing these policies is that the different job characteristics could lead to positive or negative job satisfaction for employee (Agho, Mueller and Price, 1993). At the end, job satisfaction will pay off through the employee performances (Snipes, 2005). The study of Silverthorne (2004) showed that organizational culture could play an important role for the level of employee job satisfaction. However, according to Lund (2003), relatively fewer studies have investigated the connection between organizational culture and job satisfaction.

Various countries as well as industries (Sheridan, 1992), there is very little literature that recognizes organizational culture studies within the context of Commercial Banks, particularly on how job satisfaction amongst employees is affected by organizational culture dimensions that have otherwise attracted considerable attention in organizational literature. Harris and Moss holder (1996) point out that organizational culture stands as the center from which all other factors of human resource management derive. It is believed that culture influences individuals' attitudes concerning outcomes, such as commitment, motivation, morale, and satisfaction.

Job satisfaction shows individual's general attitude towards his/her career (Feldman and Arnold, 1985). Organizational culture can have a positive impact on the organization effective indicators such as performance, trust, self-confidence, and ethical behavior of employees and workers (Denson D.R 1990).

There are different research findings done on the relationship between organizational culture and job satisfaction; therefore, the purpose of this study is to assess the relationship between organizational culture and employee job satisfaction the case of Dashen Bank S.C. therefore, understanding how these variables function within an organization provides organizational leaders with the knowledge and direction to attain organizational goals.

1.1.1. Back Ground of the Organization

The research conducted at Dashen Bank S.C located at Addis Ababa and its head office located at Beklobet area Debrezeit Road.

Dashen bank S.C is one of privately owned company established in 1995 in accordance with the "Licensing and Supervision of Banking Business" Proclamation No. 84/1994, now superseded by Proclamation No. 592/2008 and the Commercial Code of Ethiopia, 1960, "A Proclamation to Provide for Banking Business" to undertake commercial banking activities.

The Bank obtained its license from the National Bank of Ethiopia (NBE) on 20 September 1995 and started normal business activities on 1 January 1996. It operates through its Head Office in Addis Ababa and 165 area banks, 5 Foreign Exchange Bureaus, 748 Point of Sale (POS) terminals and 164 Automatic Teller Machines (ATMs) located within and outside Addis Ababa.

Since its establishment, the Bank has been growing now having 165 branches all over the country. The mission of the bank is "to provide efficient and customer focused domestic and international banking services, overcoming the continuous challenges for excellence through the application of appropriate technology". The bank has also managed to secure a total workforce of 4823 by the end of December 2015.

Vision Statement:

“Inasmuch as Mount Dashen excels all other mountains in Ethiopia, Dashen Bank continues to prove unparalleled in banking services.”

Mission Statement:

“Provide efficient and customer focused domestic and international banking services, overcoming the continuous challenges for excellence through the application of appropriate technology.”

1.2.Statement of the Problem

Benefit package of an organization is not the only cause, which makes employee, satisfy in the job, in fact, organizational culture makes employees satisfy and maintain them with the organization. Many professionals began to debate that established an effective organizational culture is imperative for achievement. Studies show that there is a correlation between organizational culture and job satisfaction of employees, but the effect of different cultures in different organizations on job satisfaction is not the same. If organizational culture is not strong and there is no compatibility between demands of individuals and corporate culture, satisfaction will be diminished (Robbins, 1987). In this regard, there is a gap that, enough research conducted in financial institutions in Ethiopia, which examine the relationship between organizational culture and job satisfaction.

Dashen Bank S.C aged 20 years of existence in the banking business and the business activities performed based on strict rules and policies; this working culture is likely to make the employees not to be creative, risk taker and able to use their ability and skill. In addition, the bank has a history of not recruiting employees from other financial institution with experience rather the bank recruit fresh graduates from university so, there is a belief that, there is a family like relationship and they are committed to contribute a lot for the current financial performance of the bank.

The bank link job satisfaction with many factors, for instance, fairness of rewards, growth opportunities, compensation and organizational culture, which this study seeks to investigate.

This study will help to identify the cause of job dissatisfaction with related to the organizational culture of the bank. Although identify the relation between organizational cultures and job satisfactions will solve the problem.

1.3. Basic Research Questions

This study seeks to answer the following basic research questions:

1. What is the existing working culture of Dashen Bank S.C?
2. What is the level of employee job satisfaction at Dashen Bank S.C?
3. Is there a significant relationship between organizational culture dimensions (Clan, Adhocracy, Market, and Hierarchical) and job satisfaction of employees at Dashen Bank S.C?

1.4. Objective of the Study

The general objective of this study is to examine the relationship between organizational culture and employees' job satisfaction of Dashen Bank S.C. Specifically; the objectives of the study include the following:

- To identify the existing organizational culture of Dashen Bank S.C in terms of dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and success factor.
- To examine employee job satisfaction level at Dashen Bank S.C.
- To identify the relationship between organizational culture dimensions and job satisfaction.

1.5. The Scope of the Study

The study is concerned with examining the relationship between organizational culture and employee job satisfaction at Dashen Bank S.C. The study conducted to know whether organizational culture and job satisfaction are very important to the organization to achieve the goal.

In order to make the research manageable, the scope of the study delimited to Dashen Bank S.C Addis Ababa Branches including Head Office organs based on the availability of time, data quality, and resources.

The, research, also delimited to the study of organizational culture through its dimensions-clan, adhocracy, hierarchy and market only; job satisfaction through its dimensions: intrinsic and extrinsic factors.

1.6. Significance of the Study

Organizational culture has a significant effect on how employees view their organizational responsibilities and their commitment. The pioneering work of Deal and Kennedy (1982) incited the interest of researchers and consultants about the concept of corporate culture, how these values, and philosophy guide the employees' behavior in the organization towards greater success. Leaders affect their subordinates both directly through their interactions and through the organization's culture (Li, 2004). With increasing globalization, greater knowledge of the interaction of these factors in non-western cultures can be beneficial for assessing the effectiveness of current theories as well as benefiting practicing leaders and decision makers. Given the need for management to recognize the impact of organizational culture on employee-related variables in today's competitive world,

Therefore, the result of this study will have the following importance,

- It will help Dashen Bank and other financial institutions to assess and build the appropriate organizational culture that entails the highest levels of job satisfaction, which improve work performance and profitability.
- It may serve as a springboard for other researchers that have an interest to study in the area in a wider scope.
- It may give an insight to any concerned bodies about the relationship between culture and job satisfaction.

1.8. Conceptual Definition of Terms

The following definitions applied to form the basis of this research.

A. *Organizational Culture:* "Organizational culture is the pattern of basic assumptions that a group has invented, or discovered 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 the correct way to perceive, think, and feel in relation to those problems" (Schein (2004, p.3)

B. *Job satisfaction:* "An attitudinal variable that reflects how people feel about their job overall as well as about various aspects of them" (Spector, 2003, p. 210).

1.9. Organization of the Study

The study classified in to five chapters. The first chapter, which is the introduction, (covers the background of the study, problem statement, objectives of the study, research questions, the scope of the study, significance of the study, delimitation of the study, operational definition of key terms, and organization of the study). Chapter 2, which reviewed extensive related literature on the subject matter, (follows this. Among the various topics to be covered, include concepts of organizational culture, job satisfaction, and relationship between organizational culture and job satisfaction.)

Chapter 3, which deals with methodology of the research, (comprises the research design, the research population, sample, and sampling technique. It also discusses the sources of data and data collection instruments used procedure of data collection and analysis employed).

Chapter 4 is dedicated to data analysis, and interpretation. Finally, chapter five presents the summary of findings, conclusions drawn from the findings, and recommendations, and limitation of the study.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

This chapter discusses the concepts and definitions, classification, levels, and dimensions of organizational culture, and concepts and theories of job satisfaction, and finally the relationship between organizational culture and employee job satisfaction.

2.1.Theoretical Concepts

2.1.1. Concepts and Definitions of Organizational Culture

Organizational culture is accumulated tradition of the organizational functioning based on certain values, norms, and positive attitude of an organization. Organizational environment becomes a culture if it is used for motivating people to avoid any friction and adopt the valuable tradition of the organization. Organizational culture is intangible and functions like invisible hands, which guide the employees of an organization for better performance and more satisfaction. It influences everybody and influenced by everybody's thinking and action. (M N Mishra, 2001).

There are many definitions of organizational culture. Many authors as something to do with people and the unique quality and style of the organization (Kilman et al; 1985) have characterized organizational culture, and the way things are done in the organizations (Deal & Kennedy, 1982). Sometimes, organizational culture also known as "corporate culture" is used to denote the more "commercialized" meaning of organizational culture (Deal & Kennedy, 1982). Even though Organizational Development professionals have different beliefs of the exact meaning, all seem to agree that culture is an important success factor for the over-all performance of an organization.

Schein (1992) defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved 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.

Schein also states that these assumptions come to be taken for granted because they solve the group's problems repeatedly and reliably. Additionally, because these assumptions function unconsciously and instinctively, culture is often a challenging concept.

Similar to Schein, Daniel Denison (1990) defines organizational culture as "underlying beliefs, values, and assumptions held by members of the organization, and the practices and behaviors that exemplify and reinforce them."

Culture influences the behavior of all individuals and groups within an organization. It influences most aspects of organizational life, including how decisions are made, who makes them, how rewards are given, who is promoted, how people are treated, and how the organization responds to its environment. Culture to an organization is what personality is to an individual. It is that distinctive collection of beliefs, values, work styles, and relationships that distinguish one organization from another (Harrison R. & Stakes, 1992, pp. 1).

In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Hence, contemporary organizations and companies are considered social groups, and in this way, their function should be studied and promoted. Studying an organization's specific culture is fundamental to the description and analysis of organizational phenomena (Thyre, 2009).

Organizational culture is a way for the organization towards organization future goals, which gives strengths to its managers to reduce weaknesses and threats. Organization culture is the cause of the way things are done. Culture is the thinking, values and believes of the organization. Organization culture is the process things are done in the organization-working environment with its perfect way the organization culture wants to be. (Matthew, 2010, p.182).

The assumptions values, norms, visible sign, and behaviors of the organization members together can be comprised as culture. The particular culture of the organization is sooner or later can be sensed by the organization members.

Culture is one of the terms, which are difficult to explain generally, but after the members of the organization sense it the culture becomes easy to explain.

Innovative and supportive cultures are more result and employee oriented. In these types of cultures employee always support and encourage by their supervisors, managers, co-workers and they bring new ideas and suggestions for the betterment of organization. Moreover, employees are encouraged to take part in decision-making, thus employees motivated and happier from work, in this type of organizational culture and as a result, they become extremely satisfied with their jobs and organizational environment. (Abraham et al., 1997).

Organizational culture, many researchers agree that it refers to a system of values, beliefs, and behavior shared among employees (Deshpande & Webster 1989; Ravasi & Schultz, 2006; Xiaoming & Junchen, 2012).

“Organizational culture is the pattern of basic assumptions that a group has invented, or discovered 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 the correct way to perceive, think, and feel in relation to those problems” Schein (2004), (p. 3). In the frame of definition, culture is a dynamic process, resulting from the interaction among others and promoted by leadership behaviors. It encompasses “a set of structures, routines, rules, and norms that guide and constrain behavior” (Schein, 2004, p.1).

Another successful and perhaps more specific definition of organizational culture has been given by Claver, Llopis, González and Gascó (2001, p. 248), according to which, “organizational culture is a set of values, symbols and rituals shared by the members of a specific firm, which describes the way things are done in an organization in order to solve both internal management problems and those related to customers, suppliers and environment”.

2.1.2. Characteristics of Organizational Culture

Stephen P. Robbins & Timothy A Judge, (2013) identifies Seven characteristics of culture seem to capture the essence of an organization's culture:

1. Innovation and risk taking: the degree to which employees are encouraged to be innovative and take risks.
2. Attention to detail: the degree to which employees are expected to exhibit precision, and analysis,
3. Outcome orientation: the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.
4. People orientation: the degree to which management decision take into consideration and effect of outcomes on people within the organization.
5. Team orientation: the degree to which work activity are organized around teams rather than individuals.
6. Aggressiveness: the degree to which people are aggressive and competitive rather than easygoing.
7. 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. Appraising the organization on them, then, gives a composite picture of its culture and a basis for the shared understanding members have about the organization, how things are done in it, and the way they are supposed to behave.

2.1.3. Function of Organizational Culture

According to Stephen p Robbins & Timothy A Judge, (2013) culture performs several functions within an organization. First culture has a boundary-defining role: it creates distinctions between one organization and others. Second, it conveys a sense of identity for organization members. Third, culture facilitates commitment to something larger than individual self-interest. Fourth, it enhances the stability of the social system. Culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense making and control mechanism that guides and shapes employees' attitudes and behavior. A high degree of culture has a high influence on the performance and behavior of the employees.

Shared meaning provides a strong culture and creates a favorable environment in the organization. The functions of culture are numerous but few of them are,

- Organizations recognized by its culture. Whenever people name an organization, the culture attached to the organization is immediately remembered. One organization is distinctively different from other organizations by its culture.
- Organizational culture provides the facilities for self-satisfaction. Employees get internal satisfaction with an esteemed culture. People are more satisfied this way than when their individual interests are fulfilled.
- The culture of an organization provides its stability. People prefer to continue with the organization. Employees, customers, financiers and other related persons prefer to remain with the organization. M N Mishra, organizational culture, (2001).

2.1.4. Types of Organizational Culture

In the frame of organizational culture studies, researchers have distinguished many different types of organizations' format and function. In 2006, Cameron and Quinn suggested four types of culture, which refer mainly to the relations among employees:

The Hierarchical culture: this type of culture is considered to be well, a very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

The Market culture: result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns.

The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

The Clan culture: characterized by very pleasant place to work, where people share a lot of personal information, much like an extended family. The leaders are thought as mentors and perhaps even as parent figures. The organization held together by loyalty or tradition. Commitment is high. The organization emphasizes the long-term benefit of human resources development and attaches great importance to cohesion and morale. Success is defined in terms of sensitivity to customers and concern for people. The organization places a premium on teamwork, participation, and consensus.

The Adhocracy type: Characterized by a dynamic, entrepreneurial, and creative place to work. People stick out their necks and take risks. The leaders considered as innovators and risk takers. The glue that holds the organization together is commitment to experimentation and innovation. The emphasis is on being on the leading edge. The organization's long-term emphasis is on growth and acquiring new resources. Success means gaining unique and new products or services. Being a product or service leader is important. The organization encourages individual initiative and freedom.

A dynamic culture has diverse employees having alternative strengths. Organization is a universal phenomenon. Culture of all type must be included in the organization. Work culture, sympathy, humanity, love, devotion dedication, and development are related to all culture. The culture provides internal force and builds the employees moral. People prefer to die rather than change the culture. Therefore, culture dynamism must be included in the organization. Culture provides strength to employees, satisfaction to people and support to nation building.

2.1.5. Measuring Organizational Culture

Apart from the various types and models that have been suggested for the description of organizational culture, quite a big number of instruments for the measurement of organizational culture have been developed as well.

In the last few decades, both academics and practitioners in management science have focused on studying possible ways to measure the dimensions of organizational culture and how such measures relate to the effectiveness and competitiveness of an organization (Mobley, Wang & Fang, 2005).

Cameron and Quinn (2006) created the famous Organizational Culture Assessment Instrument (OCAI), based on the four culture types mentioned above. The evaluation of culture made through those four core values, in a 2 x 2 competing values, Flexibility, and discretion opposing Stability and control and Internal focus and integration versus External focus and differentiation. According to Jones, Cline & Ryan (2006), internal versus external focus separates the organizational improvements driven by mostly internal business processes and people caring from the ones caused by external stakeholder wishes.

Stability versus flexibility distinguishes between organizations that are more stable and organizations that promote innovation, personal growth, continuous organization improvement, and change. The competing values cross upon six dimensions: Dominant characteristics, Organizational leadership, Management of employees, Organizational glue, Strategic emphasis and Criteria of success.

Schein (1994) clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal cultural assumptions. Individuals who hold similar values may feel and interpret situations and events similarly (Meglino, Ravlin, & Adkins, 1989) which can reduce uncertainty (Schein, 1985), role ambiguity, and conflict (Fisher and Gitelson, 1983), allow for the accurate prediction of other's behavior (Kluckhohn, 1951), and make successful interpersonal interactions more likely (Meglino et al. 1989).

Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared (Peters and Waterman, 1982; Deal and Kennedy, 1982; Denison, 1990; Ouchi, 1981; Pascale and Athos, 1981 and Kotter and Heskett, 1992). Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences maybe undesirable (Ogbonna, 1993).

2.1.6. Levels of Organizational Culture

According to Schein (1985; 2004), many definitions of culture give primacy to the cognitive components, such as assumptions, beliefs, and values. Others expand the concept to include behaviors and artifacts (Rousseau, 1990) leading to a common distinction between the visible and hidden levels of organizational culture. Gagliardi in Tosi, and others (2000) developed three multidimensional and multilevel nature of organizational culture on the bases of basic values, the way they are reflected and modes of implementation. Rousseau (1990) in his critique of research, who concentrates one of few attributes, proposes a multi-layered model, which he structured as a ring.

Practices essentially refer to the customs, "the ways do things around here," or to the rituals in organization. The second level consists of values and norms. Values refer to what organizational members believe to be good, right, or desirable. Values, therefore, are to be considered standards of desirability; they reflect what is conceived to be important to pursue or worth striving for in organization (Maslowski, 2001).

As the organization matures, artifacts take on a primary role in creating and sustaining the culture. Thus, the organization's future leaders will learn acceptable ways to behave through such artifacts as the organization's structure, systems and procedures, rites and rituals, and myths and legends.

Organizational structure: May reflects the leader has consciously held values. When leaders believe they must exert strong day- to- day control, they set up a centralized hierarchy with tight controls. Leaders who believe the organization competitive advantage lies in its people choose a decentralized structure that leader's authority (Wright and Noe, 1996).

Systems and procedures: Every organization has routines procedures, reports, and other regular tasks. Their existence gives employees a degree of certainty and predictability. They also reinforce the organization's culture. An organization that values collaboration among employees might set up regular meetings among employees from several functions.

An organization that assumes top managers should have the final say would set up review processes in which top managers could make decisions and issues orders (Wright and Noe, 1996).

Rites and Rituals: When people think of "organizational culture," they often think of the organization's rites and rituals. These are ceremonies incorporating forms of cultural expression such as recounting legends. Typically, they have prescribed form and are repeated according to the custom of the culture (Wright and Noe, 1996).

Stories, Legends, and myths: Overtime, organizations create and preserve stories, legends, and myths. These (often-true) anecdotes are widely recounted within the organization. They tell of how the organization's leaders, handled a crisis or a surprise. These stores reinforce underlying assumptions and they teach new employees about the organization's assumptions.

Stories, legends, and myths are a powerful but hard to manage category of artifacts. They are powerful because they can stir emotions and readily passed from one employee to another. Managers can actively recount stories that reinforce the values they consider important (Wright and Noe, 1996).

2.1.7. Sustaining Organizational Culture

Based on Stephen P Robbins & Timothy A Judge organizational culture can be maintained by giving employees a set of similar experiences. Selection process, performance evaluation criteria, training and development activities, and promotion procedure ensure those hired fit in with the culture reward those who support it, an penalize those who challenge it. According to Stephen and Judge there are three forces playing a particular important part in sustaining a culture. Selection practices, the actions of top management, and socialization methods.

Selection: the elicited goal of selection process is to identify and hire individuals with the knowledge, skills, and abilities to perform successfully. Selection also provides information to the applicants. Those who perceive a conflict between their values and those of the organization can remove themselves from the applicant pool. Selections become a two way street, allowing employer or applicants to avoid a mismatch and sustaining an organization's culture by selecting out those who might attack or undermine its core values.

Top Management: top management plays a great role to maintain organizational culture. Through words and behavior, senior executives establish norms that filter through the organization about, for instance, whether risk taking is desirable, how much freedom managers give employees, what is appropriate dress, and what actions earn pay raises, promotions, and other rewards.

Socialization: No matter how an organization does a good job in recruiting and selection, new employees always need help adapting to the prevailing culture.

2.1.8. Communicating Culture

Organizational culture should communicate to the employees. The contribution and drawbacks of the culture assessed properly to find out the scope for improvement in the cultural development. Work environment also measured to find out the level of satisfaction of the employees. The socialization process is adopted to create a congenial environment in the organization. The traditional approaches are replaced by modern approach to work culture and participative decision-making process. The impact of culture on leadership, motivation, communication, decision-making process and so on are properly evaluated and communicated to the employees to make them more production oriented. M N Mishra, (2001), pp 433

2.3.The Concept and Definition of Job Satisfaction

Job satisfaction defined as the pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke 1976, p.1304). It is worth noting that this construction of job satisfaction includes both cognition (appraisal) and affect (emotional state) because the two inextricably related within the job satisfaction construct (Judge et al. 2001). Both affect and cognition are involved when we evaluate our jobs. Indeed, Judge et al. (2001, 26) noted, "When we think about our jobs, we have feelings about what we think. When we have feelings while at work, we think about those feelings."

It is generally recognized that job satisfaction is a global concept that is comprised of a number of individual facets. Smith, Kendall, and Hulin (1969) provided the most typical categorization of these facets, i.e. satisfaction with pay, promotions, coworkers, supervision, and the work itself.

These facets also comprise the elements of the most popular instruments that measure job satisfaction (e.g., Smith et al. 1969; Judge, Bono, and Locke 2000; Nagy 2002).

The concept of job satisfaction has been broadly studied in literature, due to the fact that many experts, managers as well as researchers, believe its trends can affect and influence work productivity, employee turnover and employee retention.

As Hussin (2011) stated, job satisfaction plays a vital role in the life of an employee, because it affects the personal and social adjustment of the individual positively. On the contrary, job dissatisfaction adversely affects physical and mental health of the individual.

Job satisfaction have been defined as perceived relationship between what one wants from one's job and what are perceived it as offering (Lound, 2003). Jones and George (2004) stress that job satisfaction is the collection feelings and beliefs that employees have about their jobs. Employees' general attitude towards his or her job is also referred, as job satisfaction (Rezaiean et al, 2010). Satisfaction has been classified into three main classes: intrinsic, extrinsic, and total (Weiss et al., 1967). According to Rose (2001), an employee is intrinsically satisfied if he receives no apparent reward except the activity itself, while extrinsic satisfaction is defined as the opposite concept (that is, an employee is extrinsically satisfied if he/she receives monetary compensation or other material rewards to modify his behavior). Because of the importance of this concept, it emerges that also the main antecedents of job satisfaction have not to be ignored.

According to Hoppock (1935) job satisfaction is "any combination of psychological, physiological, and environmental circumstances that causes a person to say, "I am satisfied with my job." Ivancevich et al. (1997) state that job satisfaction is something due to which a worker feels that how well he/she is in an organization.

Schneider et al. (1975, p.318) define job satisfaction "as a personal evaluation of conditions present in the job or outcomes that arise as a result of having job." Further, they explain that job satisfaction has to do with individual's perceptions and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values, and expectations.

Lock (1976, p.1300) defines job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience." Kerego and Muthupha (1997) describe job satisfaction as feelings of employees about the environmental factors.

Job satisfaction is one of the most frequently investigated variables in organizational culture, behavior and other occupational phenomena, ranging from job design to supervision (Spector, 1997). In general, job satisfaction encapsulates an employee's feeling about his/ her job.

Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc. (Davies et al., 2006).

2.3.1. Factors Affecting Job Satisfaction

Researches indicate that the various factors of the job can be divided into two broad distinct dimensions, namely extrinsic and intrinsic factors. (Buitendach & Witte, 2005)

A. Extrinsic Factors

According to Snipes et al., (2005), these dimensions are external to the individual and are likely to satisfy lower-order needs. Extrinsic dimensions of job satisfaction are therefore beyond the employees control and include factors such as the work itself, pay, promotion opportunities, working conditions, supervision, and co-workers.

B. Intrinsic Factors

Intrinsic rewards, however, are those rewards that an individual receives as a direct result of his/her performance. These rewards are self-regulated because the person does not rely on someone else to present them, which is in direct contrast to extrinsic rewards, which are externally controlled.

According to Robbins et al (2003), intrinsic rewards satisfy higher-order needs such as feelings of accomplishment and achievement and satisfaction of utilizing one's skills and abilities. According to him intrinsic factors, such as advancement, recognition, responsibility, and achievement appear to be related to job satisfaction.

C. Interpersonal factors: within the context of job satisfaction research, interpersonal relationships are the elements that make up the social and support network of the employee. These elements include the relationship with one's supervisor, the social interaction with co-workers, and even the interactions with clients and customers. According to Brown (1998), employee supervision and interaction have been found to be the two most significant interpersonal factors when looking at job satisfaction. The importance of co-worker social support has been investigated for decades. As far back as the Hawthorne Studies of the 1920s, research has shown that workers who belong to a social group and have friendships on the job tend to be more satisfied (Maynard, 1986). Maynard suggests further that employees who lack social support at work experience more stress, have less coping techniques, and are generally less satisfied. The nature of supervision provided can also have a significant impact on job satisfaction. Studies have shown that employees who have positive interactions with supervisors are generally more satisfied at work (Bruce and Blackburn, 1992; Vroom, 1982).

According to Mullins (1999) and Thereon (1999), emotional and behavioral components of attitudes are also involved in job satisfaction. They also viewed that the following factors are conducive to job satisfaction:

Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills, abilities, and receiving feedback on their work Equitable rewards, such as pay a promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards. Working conditions that are conducive to doing the job well, including safety, clean environment, and adequate equipment.

The factors discussed above considered the primary dimensions influencing job satisfaction (Luthans, 2005; Robbins et al., 2003; Robbins & Judge, 2007) and have therefore been included.

Spector (1997) conducted a review of the most popular job satisfaction instruments and summarized other factors that may influence job satisfaction. These include appreciation, communication, fringe benefits, security, the organization's policies and procedures as well as the organization itself.

2.3.2. Dimensions of Job Satisfaction

According to Locke (1975) and Spector (1997), job satisfaction involves:

Work, which is inclusive of intrinsic interests, variety, and opportunity for learning and chances for success

Pay, including amount, fairness, and equity

Promotion, including opportunities

Recognition- including raises for accomplishment and credit for work done.

Benefits, which include pension, medical annual level, and vacation, leave.

Working conditions, such as equipment, ventilation, and location

Supervision, includes supervisory style and influence and human relations

Coworkers, including competence, helpfulness, and friendliness

Company and management, which includes concerns for the employee

2.3.3. Theories of Job Satisfaction

Researchers and theorists from different approach have been trying to explore and develop various factors and theories on job satisfaction. According to Fincham and Rhodes (1999), there are two broad categories of job satisfaction theories namely content and process theories.

1. Content Theory

According to Fincham and Rhodes (1999), content theory is based on the premise that a similar set of needs can be attributed to all individuals. These theories identify factors, which lead to satisfaction or dissatisfaction (Staples and Higgins, 1998).

Content theories focus on the needs and incentives that cause behavior (Ivancevich and Matteson, 1999). This study used Maslow's hierarchy of need theory and Herzberg's motivation theory.

A. Maslow's Hierarchy of Needs Theory

Maslow's hierarchy of needs theory proposes that people are motivated by multiple needs in hierarchical order. Lower-order needs must be fulfilled before higher-order needs are satisfied. These needs in sequence are physiological needs (including food, hunger, thirst), safety needs, belongingness, and love needs, esteem needs and self-actualization needs (Daft, 2010).

B. Herzberg's Motivation Theory

According to Dessler and Starke (2004), another popular theory on motivation is Herzberg's two-factor theory (Hygiene and Motivator factors) which suggested that work behavior or characteristics associated with dissatisfaction are different from those related to satisfaction.

Herzberg pointed out two separate dimensions which contributed to employees' behavior during work are hygiene factor and motivators. Hygiene factors refer to factors outside the job such as working conditions, salary, security, company policies and supervision, motivator factors refer to factors such as opportunities for achievement, recognition, responsibility, personal growth and challenge on the job which are intrinsic to the work itself.

When motivator factors are absent workers are neutral toward work, however, workers are highly motivated and satisfied with the presence of motivator factors. Herzberg commented that the best way to motivate employees is to build challenge and opportunities for achievement into the job, i.e. to provide intrinsic motivation (Akinyele, 2007). According to McKenna (2000), the underlying premise in Herzberg's important source of motivation will lead to better performance because of its association with increased productivity and reduced staff turnover and absenteeism.

2. Process Theory

Process theory emphasizes the differences in people's needs and the cognitive processes that create these differences. These theories attempt to describe the interaction between variables on their relationship to job satisfaction (Fincham and Rhodes, 1999; Staples and Higgins, 1998).

A. Equity Theory

According to Lawler (1994), equity theory is a motivation theory and theory that offers information about the causes of satisfaction and dissatisfaction. In equity theory, satisfaction is determined by a person's perceived input-outcome balance. The input-outcome balance determines a person's rewards. The equity of a person's rewards determines his/her satisfaction (Adam, 1963; 1965). According to proponents of equity theory, under-reward or over-reward leads to job dissatisfaction.

C. Job Characteristics Theory

According to Fincham and Rhodes (1999), job characteristic theory assumes that the causes of job satisfaction found in the objective characteristics of a job. The five key concepts or dimensions of this theory provide the foundations of job satisfaction and job characteristic research. According to this theory, jobs differ to the extent to which they involve five core dimensions, namely skill variety, task identity, task significance, autonomy, and task feedback. If jobs designed to increase these core dimensions, employees experience the meaningfulness of work, responsibility for work outcomes and knowledge of results of work activities.

According to this theory, individuals gain internal rewards when they learn (knowledge of results) that they personally (experience responsibility) performed well in a task that they care about (experience meaningfulness). The more employees experience these three psychological states, the greater their motivation, performance and satisfaction (Robbins, 2000)

2.4. Job Satisfaction and Organizational Culture

Job satisfaction is one of the aspects of organizational culture, which have been mostly studied, ranging from job design to supervision (Spector, 1997). Job satisfaction describes an employee's feeling about their job.

Many studies have shown that job satisfaction is a multidimensional phenomenon, affected by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc. (Davies et al., 2006). Many different components of job satisfaction have been defined and studied, in the frame of a general effort to analyze and promote it.

Early research on the relation between organizational culture and job satisfaction suggested that a productive working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction (Hellreigel & Slocum, 1974; Schneider & Synder, 1975). Furthermore, they implied that job satisfaction increases as employees' progress to higher job levels (Corbin, 1977).

Schneider and Reichers (1983) found a correlation between organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. As they explain, organizational culture is a combination of value system and assumptions, which lead an organization to run its business.

Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that they actually receive.

Hence, job satisfaction related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. Therefore, it can be said that the evaluation of the different aspects of the job by employees is subjective, and people will reflect different levels of satisfaction around the same factors.

Koustelios (1991) reviewed a number of investigations correlating job satisfaction with a very important aspect of organizational culture, employees' attitudes. In addition, he found that, there was a significant difference in job satisfaction among employees who operate in different organizational cultures.

In addition, he found that when employees have a match-up between their present and desired culture, they are more satisfied with the intrinsic aspects of their work.

Kline and Boyd (1994) suggested that employees at different levels of the organizations affected by different work factors. In particular, different aspects of the working environment should be looked into when addressing the issues of job satisfaction amongst different positions in the same organization.

Kerego & Mthupha (1997) described job satisfaction as the evaluation of the organizational context, while organizational climate and culture provide a description of the work context.

Silverthorne (2004) explored the impact of organizational culture on job satisfaction and organizational commitment in Taiwan. The author used a typology of three organizational culture types, namely supportive, innovative, and bureaucratic. The results indicated that a bureaucratic culture resulted in the lowest levels of job satisfaction and commitment, while a supportive culture resulted in the highest levels of job satisfaction and commitment followed by an innovative culture as the next highest.

2.2. Empirical Literature

As Hofstede (1991) has noted the employees' behavior in their workplace influenced by three different cultures: their national, their occupational, and their organizational culture. More specifically, an individual's attitudes and beliefs toward his/ her occupation primarily influenced by his/ her personal values and ideals, which have been achieved in the frame of family during his/ her earlier development. Secondly, a person's specific views, perceptions, and ambitions formed during school and professional life and belong to the occupational culture shared among partners.

Finally, organizational culture is a product of occupational relations among employees and between employees and customers, thus it is likely to reform and adapt to the institution's goals and strategies. Therefore, an organization's internal culture should be studied and measured as part of its employees' national culture, demographic characteristics, and individual features.

Job satisfaction did not predicted by the type of organizational culture, the study contradicts with previous researches, according to which the characteristics of organizational culture affect employees' perceptions of job satisfaction and influence other occupation aspects, like job commitment and turnover intention (Koustelios, 1991; Sempane et al., 2002; Shurbagi & Zahari, 2012).

As per O'Reilly et al., 1991, due to the differences between employees' preferred and current organizational culture are likely to affect job commitment and turnover intention.

Although employees' preferences should be measured, studied and utilized both in the frame of the specific organization they work in and in the frame of branches and national cultures. Assuring employees' wellbeing will improve their performance and productivity and make organizations, institutions, and companies more competitive.

Study conducted by ME Sempene, HS Rieger, and G Roodt Department of Human Resource Management Rand Afrikaans University (2002) revealed that it is clear that employees with longer years of service progressively view organizational culture more favorably. This may once again relate to the fact that the new entrants into the business may have expectations that are not realized, hence their dissatisfaction.

Huang and Chi (2004) concluded that job satisfaction could make employees work hard and increase operational performance of the organization. Bellou, (2010), examine organizational culture relation on job satisfaction regarding with the gender and age. Result suggests that some cultural types effect on employees job satisfaction they may be personal growth opportunities, good reputation.

Lund (2003), examine impact of organization culture on job satisfaction of marketing employees in USA. The result shows that job satisfaction signification varied from organization culture-to-culture, clan culture (mentoring, loyalty, tradition) and adhocracy culture (innovation, entrepreneurship, and flexibility) higher level of job satisfaction then hierarchy culture.

The study of Doughty, May et al. (2002) showed that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors and opportunities for autonomous action.

Goodman et al. (2001) affirmed these results in a study that looked at the impact of organizational culture on the quality of work life. They found that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment.

Lund (2003) adopted the competing value framework to explore the relationship between the four culture types and job satisfaction. The results pointed out to a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures.

On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures.

Using a different yet closely similar model to the competing value framework, San Park and Kim (2009) conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction was positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures was not statistically significant.

2.2.1. Conceptual Framework

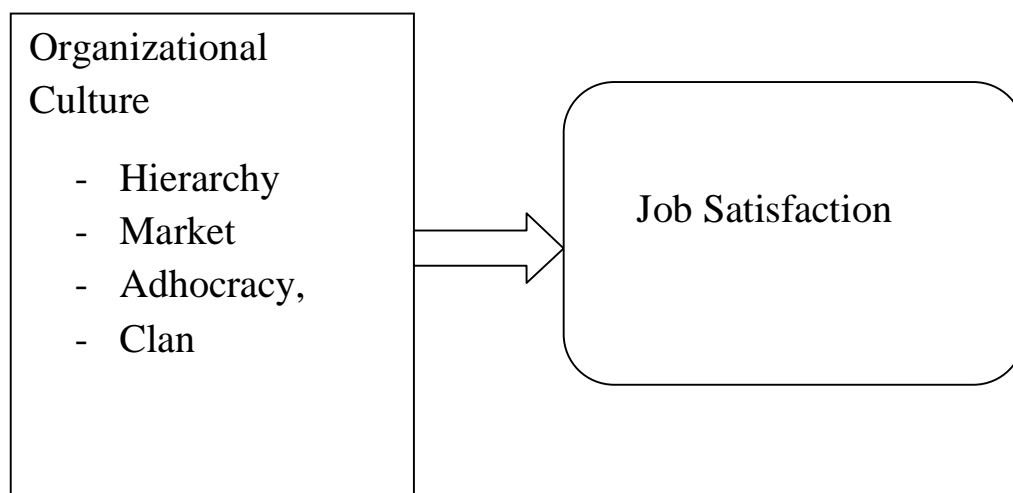


Figure 1: Conceptual framework of organizational culture and Job Satisfaction

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

The methods, research design used population of the study, data collection procedure, data analysis method and the test instruments used to conduct the various analyses used to determine if there are relationships between organizational culture and job satisfaction presented in this chapter.

3.1. The Research Design

In order to achieve the purpose, descriptive and explanatory research design, and quantitative research approach used. The purpose of using descriptive surveys is to collect detailed and factual information that describe an existing phenomenon by using of questionnaire and explanatory research design used to show the relationship between the two variables.

3.2. Sampling and Sampling Techniques

3.2.1. Area of Population

The target population of this study consisted of professional and other clerical staffs working at head office organs and Addis Ababa branches. From the total of 400 professional and 270 other clerical staffs by using confidence level of 95% and sampling error of 5% probability technique (Cochran and Israel, 1992), 270 staff members which accounts 40% of the total 670 staff member were selected for the study.

3.2.2. Sampling Technique

From the total population 270 professional and other clerical staffs were selected from each stratum using stratified random sampling technique. The reason why the researcher used stratified random sampling technique was to obtain estimates of known precision subdivisions of the population by treating each subdivision as a stratum and to increase the probability of including unique character of each member of the population. In addition, in simple random sampling method, every member of the population has an equal and independent chance of being the target population for the study consists of city Branches (Addis Ababa) including Head Office organs. There are four district offices, which administer 88 branches; they are East AA, West AA, and North AA and South AA district offices.

For the convenience and data accuracy, the study selected 40 branches including head office employees; therefore; a total of 670 populations was selected. Since employees under the same strata have similar characteristics, from each department samples were selected using stratified random sampling technique.

Primarily, sample size of the population will determine by using the formula below (Cochran, 1992) and (Israel, 1992) as follow:

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

Where:

n= sample size for the total population

N= total population

e= margin of error (5%)

Table 1: Population and Sampling Size

No.	Category	Population	Sample Size	%
1	Professional Staff	400	161	24%
2	Other clerical	270	109	16%
	Total	670	270	40%

3.3. Source and Data Collection Methods

3.3.1. Source of Data

This research employed both primary and secondary sources of data. The primary data was collected from professional and other clerical employees who represent the main group of interest in this study. The secondary data were collected from various books, Journals, articles, Internet sources (from educational and governmental sites i.e.; .edu, .gov) and materials which are prepared by the organization like; organizational document and other supporting documents.

3.3.2. Data collection Tools

The data gathering tools for this study were two standardized questionnaires; OCAI (Organizational Culture Assessment Instrument and JSS (Job Satisfaction Survey). The reason the research choose OCAI, because every organization has its own mix of Clan, Adhocracy, Market, and Hierarchy type of organizational culture.

The OCAI Instrument

The OCAI standardized questionnaire was developed by Cameron and Quinn (2000) used in this study. The OCAI is an instrument that allows to diagnosis the dominant culture of an organization based on the four culture types. It is also assist the researcher to analyze the organization's culture type, strength, and cultural congruence. The OCAI consists of six parts.

Each parts has four alternatives, each respondents was asked to divide each parts over four alternatives that corresponds to the four culture types according to the existing culture of the organization.

The Job Satisfaction Survey (JSS)

The Job Satisfaction Survey (JSS) of the staffs examined by using the job satisfaction survey developed by Spector in 1997; the JSS has 36 items, nine-facet scale to assess employee attitudes about the job and aspects of the job. The nine facets were Pay, Promotion, Policy and procedure, coworkers, nature of the work, Benefit package, contingent reward, supervision, and communication.

3.4. Data Collection Procedure

Primary data collected by using two standardized questionnaire. The questionnaire has three sections. The first section contains questions associated with the general demographic characteristics of the sample respondents. The second section deal with questions related with organizational culture assessment. Section 3 encompasses questions associated with job satisfaction (JSS). Questionnaires distributed for respondents by their respective branch messengers and returned by them. Finally, after collecting the questionnaires the data coded and analyzed.

3.5. Variables of the Study

In this study, organizational culture through its dimensions-clan, adhocracy, hierarchy and market; and job satisfaction through its dimensions: intrinsic and extrinsic were considered in this study. While organizational culture were treated as independent variable, and job satisfaction considered as the dependent variable to identify their relationships.

3.6. Method of Data Analysis

The collected data was processed in line with the purpose. The data were analyzed using descriptive and inferential statistics. The quantitative data secured through questionnaires coded, tabulated, organized, and treated with statistical package for the Social Science (SPSS) version 20 for analysis and inferences.

The descriptive statistics described the sample in terms of the responses to the questions using frequencies, percentage, means, and standard deviations. The relationship between organizational culture and job satisfaction examined using inferential statistics procedures. Inferential statistics allow the researcher to draw conclusions about a population from the sample of a particular study (Cooper & Schindler, 2003). The inferential statistics relevant to this study include Pearson's product-moment correlation coefficient. An analysis of variance was conducted to determine whether the population means of each questionnaire was significant at an alpha level of .05. In addition, Correlation analysis was used to estimate how strong or weak relations between organizational culture (independent variable) and Job satisfaction (dependent variable). Correlation shows the relation between two or more variables such that examine the changes in variable effect on other variable. The internal consistency (reliability) of the items measured by using Cronbach's alpha.

3.7. Reliability and Validity of Instruments

3.7.1. Validity

Validity is the ability of the research instrument to measure what it is intended to measure (Asika, 2000).

Two types of standardized questionnaires used for the study: the Organizational Culture Assessment Instrument (OCAI) for independent variable developed by Kim Cameron and Robert Quinn and the Job Satisfaction Survey (JSS) for dependent variable designed by Paul E. Spector,(1998) were administered to respondents to assess and determine the existing and preferred culture, and level of job satisfaction.

The OCAI reliability and validity was checked by most scholars in the area and taken as standardized questionnaire for the organization culture study. Quinn and Spreitzer (1991) have tested the instrument with executives for eighty-six different public utility firms. Taking into account the items and subscales that needed to be measured in this study, the researcher regarded the JSS as the most suitable measure of job satisfaction

3.7.2. Reliability of the Instruments

Reliability is the degree to which the measure of a research instrument is consistent (Spector, 2000). Cronbach's alpha coefficient commonly considered as an index of reliability associated with the variation accounted for the true score of the underlying construct (Santos, 1999). According to Hair et al., (2010) an acceptable reliability coefficient is 0.70.

In Spector's (1997) study, a sample of 3067 individuals completed the JSS and the coefficient alphas ranged from 0.60 for the coworker subscale to 0.91 for the total scale. According to Bryman and Cramer (1997), the accepted minimum standard for internal consistency is 0.80, thus implying that the coworker subscale is somewhat lower than what is expected. Secondly, the test-retest reflects the stability of the scale over time. The reliabilities ranged from 0.37 to 0.74.

Thus, for this study Cronbach's alpha coefficient, a reliability statistic type were computed for each standardized questioners (OCAI, and JSS) by the researcher to test the extent to which the two instruments measured organization's culture and employee's job satisfaction.

Table 2; Reliability Statistics

No.	Categories	Items	Cronbach's alpha value
1	Clan Culture	6	0.714
2	Adhocracy Culture	6	0.709
3	Market Culture	6	0.679
4	Hierarchy Culture	6	0.752
	Organizational Culture	24	0.716
5	Job Satisfaction (JSS)	36	0.67

Source: own computation from questionnaire

Accordingly, the above table shows that the reliability coefficients of organizational culture and job satisfaction. This implies that the questioners accurately measured the desired findings, because the reliability coefficient measured by the developers of these two standardized questioners ranged from 0.71-0.79 and 0.37-0.74 for OCAI and JSS respectively.

3.8. Ethical Considerations

In this study, the researcher consciously considered ethical issues in seeking consent, avoiding deceptions, maintaining the confidentiality, respecting the privacy and protecting the anonymity of respondents that encountered during the study.

CHAPTER FOUR

ANALYSIS, DISCUSSION AND INTERPRETATION

In this chapter analysis, discussion and interpretation of data collected from respondents presented. Moreover both descriptive and inferences on the data analysis are presented.

4.1.The Respondent Rate and Respondents

Two hundred and twenty seven questionnaires distributed to sample respondents but 256 questionnaires returned, with a total response rate of 94.8% with this value the rest of analysis is undertaken.

4.2.Analysis of the Demographic Characteristics of Respondents

Table 3: Demographic Characteristics of Respondents

Variables		Frequency	Percent
Sex	Male	167	65.2
	Female	89	34.8
	Total	256	100.0
Level of Educations	BA/BSC	235	91.8
	MA/MSC	21	8.2
	Total	256	100.0
Work Experience	Below 3 years	79	30.9
	3-5 years	76	29.7
	5-10 years	77	30.1
	Above 10 years	24	9.4
Job Category	Professional	176	68.8
	Other Clerical	80	31.3
	Total	256	100.0

Source: questionnaire, 2016

The population of this study included 270 professionals and other clerical employees working at head office organs and Addis Ababa Branches. Demographic data obtained from 256 participants who returned the survey.

As table 3 above indicates, regarding sex, 167 (65.2%) male and 89(34.8%) female respondents were involved during the study. The data shows that, females' participation was less in the Head office and selected Addis Ababa Branches.

Regarding the educational qualification of the respondents, 235 (91.8%) of the respondents were BA/BSC holders and 21(8.2%) were MA holders. This shows that the organization have well educated employees with a potential of performing their job effectively and efficiently.

Regarding an individual's work experience; experience can contribute a lot towards the way he/she thinks, the method he/she performs on his/hers duty and the like and view organizational culture more favorably. With this regard the data gathered from respondents, 79 (30.9%) of the respondents serve the bank below three years, 76 (29.7%) of the respondents served from three up to five years, 77 (30.1%) of the respondents were between five up to ten years, and 24 (9.4%) of the respondents were above ten years. Therefore, it can be concluded that, data for this study was proportionate to all level of experience but respondents above ten years has the lowest percent of all. Employees with experience below three years were the highest and ones conclude that new entrants in the bank may have expectations that are not realized hence, it will be their dissatisfaction.

Regarding job category of respondents majority of the respondents 176 (68.8%) were professional employees and 80(31.3%) of the respondents were other clerical staffs. Therefore, it can be concluded that, the data for this study collected from both job categories.

4.3.Descriptive Analysis of Organizational Culture Dimensions

Table 4: Descriptive statistics of Organizational Culture Dimensions

Type of Culture	N	Minimum	Maximum	Mean	Standard Deviation
Clan	256	1	5	3.09	0.72
Adhocracy	256	1	5	2.90	0.68
Market	256	1	5	3.10	0.65
Hierarchy	256	1	5	3.30	0.71
Valid(N)	256				

Source, OCAI Questionnaire, 2016

Table 4 indicates that the means, standard deviations and maximum scores of the organizational culture dimensions. According to the respondents, Hierarchy culture took the highest mean score of 3.30 in comparison to the other organizational culture dimensions. The maximum score was five and the standard deviation was 0.72.

Therefore, the dominant culture of Dashen Bank S.C were Hierarchy culture characterized by very controlled and structured place, the leaders are well coordinated, organized and efficient, formal policy and procedure govern what the person do, and maintaining its success by delivering quality service through bringing new products with a low cost. The second dominant culture in the organization were Market culture by a mean score of 3.10 where the bank is competitive and achievement oriented, the leaders are aggressive, result oriented, strategically emphasized on dominating, winning and maintaining competitive market leadership in the banking industry. Clan and Adhocracy cultures exercised to some extent as cultures by the organization by a mean score of 3.09 and 2.90 consecutively. This implies that the existence of Hierarchy culture gives employees a degree of certainty and predictability.

The success of any organization depends on its culture, so, it is every leaders concern to identify, communicate, and sustain the organization's culture in order to motivate employees for better performance and more satisfaction.

Every organization may have different type of culture but there are also sub groups whose perceptions, beliefs, values and assumptions have great influence on performance, relationships, motivations, change efforts, decision making process and ultimately on the effectiveness and success of their organization.

Table 5: Analysis of the Dominant Characteristics of Organizational Culture

N	Dominant Characteristics	N	Mean	Standard deviation
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	256	3.10	1.10
2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	256	2.55	1.05
3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	256	3.17	1.08
4	The bank is a very controlled and structured place. Formal procedures generally rule what people do.	256	3.56	1.09
	Valid N (listwise)	256		

As indicated on the above table, the participants asked about the dominant cultural characteristics exists in Dashen Bank S.C. Accordingly the hierarchy culture has the highest mean score of 3.56 followed by market culture with mean score of 3.17.

Therefore, the bank is very controlled and structures place and formal procedures govern what people do. The other two cultural dimensions were less represent in the dimension with the mean score of 3.10 for clan and 2.55 for Adhocracy culture. Due to this dominant culture, there is no place for innovation and skill identification and does not encourage employees to take risk for better return.

Table 6: Analysis of the organizational culture in terms of Leadership

No.	Organizational Leadership	N	Mean	Standard deviation
1.	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	256	3.10	1.07
2.	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.	256	2.84	1.14
3.	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.	256	2.87	1.08
4.	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.	256	3.00	1.06
Valid N (listwise)		256		

According to the above data of leadership culture of the organization, the respondents believe that Clan cultural dimension represent the of leadership style of Dashen Bank by the mean score of 3.10. Followed by, Hierarchy culture leadership style by a mean score of 3.00, which means exemplify, coordinating, and organized efficient leadership. The third leadership style of the bank was Market culture, where leaders where mostly perceived aggressive and result oriented and Adhocracy leadership with a mean score of 2.84 exhibited by fewer. This implies that there are exemplify, mentoring, facilitating, and nurturing leadership culture, but leaders are less risk taker, and innovative this will be a cause for employee dissatisfaction because there are no ways employee develop and bring new ideas for the growth and profitability of the organization.

Table 7: Analysis of the Management of Employees

No	Management of Employees	N	Mean	Standard deviation
1	The management style in the organization is characterized by teamwork, consensus, and participation.	256	3.17	1.19
2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.	256	2.62	0.99
3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.	256	2.95	1.02
4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.	256	2.80	1.16
	Valid N (listwise)	256		

The above table reveals the participants perception about the Management of employees at Dashen Bank. According to the respondents, there are team works, harmony and participation by having a mean score of 3.17 and its deviation from the mean was 1.19 followed by Market culture characterized by of hard driving competitiveness, and high demand for achievement. However, with the least score the Hierarchy culture by its mean score of 2.80 is the third, characterized by security, conformity, predictability, and stability of employees and Adhocracy culture exits with a feature of individual risk taking, innovation, freedom, and uniqueness. This implies management of employees represented by clan culture characterized by friendly and cozy working environment, where the working force perceived as an extended family and the superiors perceived as mentors; employees characterized by high job and organization commitment and develop friendly relations.

Table 8: Analysis of Organizational Glue

No	Organizational Glue	N	Mean	Standard deviation
1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	256	3.42	1.08
2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.	256	2.98	1.01
3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	256	3.00	0.99
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	256	3.64	0.89
	Valid N (listwise)	256		

Table 8 asked the participants about the glue that holds the organization together. Hierarchy culture took the highest mean score of 3.64 it indicates that the glue that hold the bank together is formal rules and procedure and smooth running of operation. Followed by Clan culture by mean score of 3.42 and characterized by loyalty, mutual trust, and high commitment to the organization. Market and Adhocracy culture by mean score of 3.00 and 2.98 consequently by their characteristics of achievement and goal accomplishment, winning and innovation. This implies that the organization is highly depending on its rules and regulation to run the business.

Table 9: Analysis of Strategic Emphasis of the Organization

No	Strategic Emphasis	N	Mean	Standard deviation
1	The organization emphasizes human development. High trust, openness, and participation persist.	256	2.9	1.14
2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	256	3.07	1.07
3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.	256	3.16	1.12
4	The organization emphasizes permanence and stability, Efficiency, control and smooth operations are important.	256	3.44	1.10
	Valid N (listwise)	256		

Table 9 asked respondents about the strategic emphasis of Dashen Bank. Accordingly, the Hierarchy Culture exhibited the highest mean score of 3.44. Followed by Market culture by a mean score of 3.16 emphasizes competitive action and attaining targets and goals. Adhocracy and Clan cultures the 3rd and 4th with a mean score of 3.07 and 2.9 consecutively. Therefore, the bank strategically emphasized on stability, efficiency, control, and smooth operation. Nevertheless, this has to be supported by human development, and employee participation.

Table 10: Analysis of organizational Criteria for Success

No.	Criteria for Success	N	Mean	Standard deviation
1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.	256	2.82	1.20
2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	256	3.35	1.14
3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is a key.	256	3.48	1.07
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.	256	3.37	1.08
	Valid N (listwise)	256		

As it indicated on table 10, the participants asked the bank norm for success. The highest mean exhibited was the Market culture. The Hierarchy culture is the second highest mean of 3.37 measure success by efficiency, dependable and quality service delivery and Adhocracy culture exhibited the third culture by mean score of 3.48, that the bank measures success by having unique or new product, and being a leader or innovator. The Clan culture of success by development of human resource, teamwork, employee commitment, and concern for the people was the lowest score of 2.82 compared to the other culture. This implies that the bank defines success based on winning in the market place and outpacing the competition and maintaining market leadership.

4.2.3. Analysis of Job Satisfaction

Table 11: Respondents view on their level of Job satisfaction

	N	Mean	Standard Deviation
Job Satisfaction		2.7	0.282
Valid(N)	256		

Source, questionnaire, 2016

Table 11 asked the respondents about their level of job satisfaction, and it reveals that the employees of Dashen Bank S.C. level of satisfactions were below average. They are not satisfied by their pay and pay raises, promotional activity, rewards not only monetary value also reward given to good performance, by lack of flexibility on the rules and regulations, satisfaction with the type of work done and communication within the organization.

4.4.The Relationship between Organizational culture and Job Satisfaction

The results of the correlation analysis of independent variable (organizational culture) and Dependent variables (Job Satisfaction) are presented in this section.

Table 12: Correlation Strength Determination for correlation Analysis

Correlation Strength	Positive values	Negative Value
Small	r=0.10 to 0.29	r = -10 to -.29
Medium	r=.30 to .49	r = .0 to -.49
Large	r=.50 to 1.0	r= -.50 to -1.0

Source: Cohen (1988)

The range of possible correlation values is from -1 to +1. A Pearson r correlation value without a sign indicates that the relationship is positive, whereas, negative sign in front of the Pearson correlation coefficient indicates the relationship is negative. A positive relationship means when the scores increases or decrease in one variable, they increase or decrease in the other variable thus, scores change in the same direction. A negative relationship means the scores change in the opposite direction.

Table 13: Correlation Matrix

		Correlations				
		Job satisfaction	Adhocracy	Clan	Hierarchy	Market
Job Satisfaction	Pearson Correlation	1	.323 **	.243 **	.361 **	.332 **
	Sig. (2-tailed)		.000	.000	.000	.000
	N	256	256	256	256	256
Adhocracy	Pearson Correlation	.323 **	1	.684 **	.661 **	.610 **
	Sig. (2-tailed)	.000		.000	.000	.000
	N	256	256	256	256	256
Clan	Pearson Correlation	.243 **	.684 **	1	.687 **	.595 **
	Sig. (2-tailed)	.000	.000		.000	.000
	N	256	256	256	256	256
Hierarchy	Pearson Correlation	.361 **	.661 **	.687 **	1	.677 **
	Sig. (2-tailed)	.000	.000	.000		.000
	N	256	256	256	256	256
Market	Pearson Correlation	.332 **	.610 **	.595 **	.677 **	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	256	256	256	256	256

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

Source, questionnaire, 2016

As indicated in table 12, a Pearson product-moment correlation conducted to evaluate the relationship between organizational culture and job satisfaction dimensions. Accordingly, there was a statistically significant positive correlation between hierarchy dimensions of the dominant culture and job satisfaction with $r= 0.361$ and ($P< 0.05$), and a positive and statistically significant correlation between Market, Adhocracy and Clan Culture with $r= 0.332$, $r=.323$ and $r=.243$ consecutively and there are statistically significant relationship with Job Satisfaction means $P<0.05$.

As per the respondents the hierarchy culture has the highest mean score for their job dissatisfaction and there was a statistically significant relationship $P<0.05$ followed by Market culture and Adhocracy culture took the third place with. The practice of Clan cultural Dimension contributes the least to employees job dissatisfaction.

The four organizational culture assessed has a statistically significant relationship with job satisfaction, $P < 0.05$. Accordingly, Hierarchy culture contributes the highest to employees' level of job satisfaction, Adhocracy culture took the second, therefore, the practice of hierarchy culture in the organization directly affect employees satisfaction in terms of recognition, responsibility, decision making, for their skill identification, achievement pay, promotion, working condition, and supervision. Moreover, pay, promotion, working condition, supervision, and co-workers relation of job satisfaction dimension affected by the practice of hierarchy, adhocracy and market culture dimension of the bank.

However, Market and Clan culture dimension has small correlation with employees' job satisfaction in terms of recognition, responsibility, and achievement, and clan culture not directly affect the extrinsic job satisfaction factor of the employees.

Table 14: The Correlation between Dependent and Independent Variable

Correlations			
		Organizational Culture	Job Satisfaction
Organizational Culture	Pearson Correlation	1	.365**
	Sig. (1-tailed)		.000
	N	256	256
Job Satisfaction	Pearson Correlation	.365**	1
	Sig. (1-tailed)	.000	
	N	256	256
** . Correlation is significant at the 0.01 level (2-tailed).			

As the above table indicates that, the two variables correlated with a significant relationship. Therefore, the management has to define the organizational culture and identify how it affects employees' level of satisfaction. Job satisfaction will lead to better performance because of its association with increased productivity and reduce staff turnover and absenteeism.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents summary of important findings of the study and drive brief conclusions drowned from the findings.

5.1.Summary of Major Findings

This study aimed at assessing the link between organizational culture, and job satisfaction at Dashen Bank S.C.

In order to address these basic questions questionnaires and document analysis employed to gather information. The Organizational Culture Assessment Instrument (OCAI), and the Job Satisfaction Survey (JSS), administered to respondents to assess and identify the existing working culture, and employee's job satisfaction. All the questionnaires distributed properly filled and returned. The major findings are,

- According to the findings, Hierarchy by mean score of 3.30 was the highest in comparison to the other organizational culture dimensions. It was therefore inferred that the dominant culture of Dashen Bank S.C was Hierarchy. Meaning, the dominant characteristics reported are mostly of a formalized and structured environment where policy and procedures govern what the person does, the glue that holds the organization together is formal rules and policies, and efficiency, reliable service delivery with a low cost is the success criteria of the organization.
- The second dominant culture of the organization with the mean score of 3.10 and standard deviation of 0.65 was Market Culture where people are very competitive, getting the job done is the major concern, there are aggressive and result oriented leadership style and highly emphasis on the achievement of goal and strategically focused on winning the financial market.
- There were positive and statistically significant relationships between Clan, Adhocracy, Market and Hierarchy cultural dimension and employee job satisfaction.

Hierarchy culture has the highest contribution for employee job satisfaction and dissatisfaction, and the second dominant culture has impact on employees' extrinsic factor of job satisfaction was Market culture and Adhocracy culture took the third place. The practice of Clan cultural Dimension contributes the least to employees' extrinsic factor of job satisfaction.

- Regarding, leadership culture of the bank characterized by exemplify, mentoring, facilitating, and nurturing leadership culture, but leaders are less risk taker, and innovative this will be a cause for employee dissatisfaction because there are no ways employee develop and bring new ideas for the growth and profitability of the organization.
- The management style in the organization characterized by teamwork, consensus, and participation.
- The glue that holds the bank together is formal rules and procedure and smooth running of operation.
- The bank strategically emphasized on stability, efficiency, control, and smooth operation.
- The organization defines success based on winning in the marketplace and outpacing the competition. Competitive market leadership is a key.
- The study found out that employees' level of satisfaction below average. Moreover, level of satisfaction influenced by the level of employees' participation in innovation and risk taking, decision-making, leadership and management of Dashen bank, pay and benefit and the rules and regulation of the bank, promotion and recognition, reward, supervision and co-workers relationship. However, working condition and co-workers relation of the staffs does not significantly affect the variation in job satisfaction.

5.2.Conclusions

In this study, the impact of organizational culture, on job satisfaction investigated. Accordingly, the study reached the following conclusions: From the finding of study, one can concluded that the dominant culture of Dashen Bank S.C in the current situation was hierarchy with a mix of Market and clan culture. This shows that an aspiration of the staffs for hierarchy culture. This type of culture emphasizes an environment that is relatively stable, where tasks and functions are integrated and coordinated structurally and procedurally.

Uniformity of services, procedures, efficiency, and predictability are the characteristics of this culture type. Leaders generally considered as exemplify, coordinated, organized, and efficient. The market culture which scored the second and there are a result oriented and competitive people with exemplify leadership style, high driving competitiveness, high demand for achievement with aggressive leadership dominate and winning the financial market are the organizations culture. However, the market and clan culture practiced less, which means the bank is not a very pleasant place to work where people share a lot of themselves and commitment is high. Therefore, the concerned bodies of the organization are expected to give due attention in the area and introduce a new mix of culture types in the future that motivate the employee to achieve high performance, developed innovative and risk taking management approach for better financial performance.

Based on the results of a Pearson product-moment correlation, one can conclude that there was a statistically significant positive correlation between organizational culture and Job Satisfaction. When the bank develops better organizational culture, consequently, the job satisfaction level of employees will increase.

The success strategy and the glue the hold the bank together is formal rules and procedure and smooth running of operation and the success on the basis of winning in the marketplace by creating competitive market leadership and outpacing the competition . However, the bank gives less attention for human resource development, teamwork, employee commitment because human resource is the basis for achieving the goal of the organization.

Finally, the level of employee job satisfaction affected by the current cultural practice of the bank due to this the employees are dissatisfied. Human resource is one of the most important assets of an organization. If an organization wants to increase its effectiveness and efficiency then there is need of efficient and energetic mind with new ideas. Employees perform in a relaxed and good working environment providing good performance that result in their satisfaction.

5.3. Recommendations

The identification of cultural profile of an organization is very indispensable to assess the cultural patterns in an organization. The study revealed Dashen Bank S.C characterized by hierarchy culture in existing situation. This culture focuses on rules and regulation, systems, procedure which lacked flexibility. Therefore, based on the findings obtained, conclusion reached and to transform the existing culture the following recommendations were forwarded,

- According to the findings of the study, there is a positive correlation between organizational culture and job satisfaction. Most of the aspects perceived negatively relates to the Pay (salary), Benefits, policy & procedures, and operating conditions within the organization, which may warrant further investigation and development activities for managers. It may consequently also warrant the organization under study to investigate both the context and content of work within the organization, as dimensions perceived less favorably relates to job satisfaction. From a practical point of view, this study brings important ideas, both for human resources management and for management bodies.
- In the time of recruiting employees, an induction and socialization program conducted that enables new employee to know about the Bank culture and working environment. Beside the induction and socialization program Stories, Legends and myths: They tell of how the organization's leaders, handled a crisis or a surprise. These stories reinforce and they teach new employees about the organization's assumptions and they can stir emotions and readily passed from one employee to another. Managers can actively recount stories that reinforce the values they consider important.

- It is very important for the organization to revise rules, regulations, and procedures and some flexibility that enable members to use their potential and give recognition for the good work, and be creative, innovative, develop belongingness and commitment effective for the successful achievement of organizational goal.
- In the banking, industry routine working conditions are exhibited and the respondents reveal that, this working condition affects the job satisfaction negatively. The management must know that job satisfaction earn based on the characteristics of the job, skill variety, task identity, task significance, self-sufficiency and task feedback. This study will be an input to do an internal investigation.
- Including all culture type in to the organization, like, Work culture, sympathy, humanity, love, devotion dedication, and development because, culture provides internal force and builds the employees moral. People prefer to die rather than change the culture. Therefore, culture dynamism must be included in the organization. Culture provides strength to employees, satisfaction to people and support to nation building.
- Many people are prepared to work for less money if their work has other rewards, working conditions that are conducive to doing the job well, including safety comfort, a clean environment, and adequate equipment, working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers opinions. Therefore, the management of the organization should develop clan culture as much as possible.
- The management should know that, the existence of supportive, employee oriented, recognition from supervisors, managers and their co-workers will helps them to bring new ideas and suggestions for the betterment of organization. This culture will encouraged taking part in decision making, thus employees motivated and more happy from work, in these type of organizational culture and as a result they become extremely satisfied with their jobs and organizational environment.

- Other researcher may conduct research by using other organizational culture variables and job satisfaction at all financial institutions in Ethiopia, which will be an input for all financial sectors to assess and investigate employees' preferred and current organizational culture because that are likely to affect job commitment and turnover intention.

5.4.Limitation of the study

The limitations of this study identified so that the findings can be interpreted correctly within the context of the study.

Respondents took more time than specified on the questionnaire because they are working on customer service area and Unavailability of enough study conducted on this specific topic on financial organizations was hindrance to compare the research finding.

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Appendices

St. Mary's University School of Graduate Studies Master of Business Administration (MBA)

Questionnaire to be filled by Employees of Dashen Bank S.C.

Dear Respondent:

This questionnaire designed to solicit the relevant information for the research carried out on the topic “**Relationship between Organizational Culture and Employees’ Job Satisfaction: the case of Dashen Bank S.C**”.

The study is conducted for academic purpose for partial fulfillment of the requirements of the Master of Business Administration (MBA). Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me as much as possible as per the indicated time. /To be returned within three days/

Thank you in Advance!

General Directions

- 1. No need of writing your name**
- 2. Please put a tick (☐) mark in the box for your answer and for the number of your choice for the alternatives given.**
- 3. If you require further clarification or details, please contact me with either of the**

Following address: Email: Menderinj@gmail.com,

Part II. Diagnosing Institutional Culture in your Organization

This part of the questionnaire consists of items taken from the Organizational Culture Assessment Instrument (OCAI). The main purpose of the instrument is to assess six key dimensions of institutional culture in your organization. If an item is irrelevant, or if you are unsure or do not know the answer, leave it blank. Judge how frequently each statement fits the institutional culture Dashen Bank S.C use the following rating scale, and put ♂ mark for each rating.

1= strongly Disagree	2= Disagree	3= Neutral	4= Agree	5= strongly Agree
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1	Dominant Characteristics	1	2	3	4	5
1.1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
1.2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
1.3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
1.4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
2	Institutional Leadership	1	2	3	4	5
2.1	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
2.2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating, or risk taking.					
2.3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
2.4	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
3	Management of Employees	1	2	3	4	5
3.1	The management style in the organization is characterized by teamwork, consensus, and participation.					
3.2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness.					

3.3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement.					
3.4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
4	Organizational Glue	1	2	3	4	5
4.1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
4.2	The glue that holds the organization together is commitment to innovation and development. There is an emphasis on being on the cutting edge.					
4.3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
4.4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
5	Strategic Emphasis	1	2	3	4	5
5.1	The organization emphasizes human development. High trust, openness, and participation persist.					
5.2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
5.3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
5.4	The organization emphasizes permanence and stability. Efficiency, control, and smooth operations are important.					
6	Criteria of Success	1	2	3	4	5
6.1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people.					
6.2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
6.3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is a key.					

6.4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling, and low-cost production are critical.					
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Part III. This questionnaire is to describe your level of satisfaction in your job.

For each of the following statement below, please tell us how you feel about your present job, what things are you satisfied with, and what things you are not satisfied with. Please indicate your level of satisfaction with various facets of your job by making a mark in the box under the alternatives given 1 to 5 using the scale below.

**1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree
5= Strongly Agree**

	Items	1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do.					
2	There is really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefits I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	Many of our policy and procedures make doing a good job difficult.					
7	I like the people I work with.					
8	I sometimes feel my job is meaningless.					
9	Communications seem good within this organization.					
10	Those who do well on the job stand a fair chance of being promoted.					
12	My supervisor is unfair to me.					
13	The benefits we receive are as good as most other organizations offer.					
14	I do not feel that the work I do is appreciated.					
15	My efforts to do a good job are infrequently blocked by red tape.					
16	I find I have to work harder at my job because of the incompetence of people I work with.					

17	The goals of this organization are not clear to me.						
18	I feel unappreciated by the organization when I think about what they pay me.						
19	People get ahead as fast here as they do in other places.						
20	My supervisor shows too little interest in the feelings of subordinates.						
21	The benefit package we have is equitable.						
22	There are few rewards for those who work here.						
23	I have too much to do at work.						
24	I enjoy my coworkers.						
25	I often feel that I do not know what is going on with the organization.						
26	I feel a sense of pride in doing my job.						
27	I feel satisfied with my chances for salary increases.						
28	There are benefits we do not have which we should have.						
29	I like my supervisor.						
30	I don't feel my efforts are rewarded the way they should be.						
31	I am satisfied with my chances for promotion.						
32	There is too much bickering and fighting at work.						
33	My job is enjoyable.						
34	Work assignments are not fully explained.						
35	Raises are too few and far between.						
36	I like doing the things I do at work.						

DECLARATION

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

Name

St. Mary's University, Addis Ababa

Signature

June, 2016

ENDORSEMENT

This thesis has been submitted to St. Maryø University, school of Graduate Studies for examination with my approval as a university advisor.

Advisor

St. Maryø University, Addis Ababa

Signature

June, 2016