



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**A COMPARATIVE STUDY OF ORGANIZATIONAL
CULTURE AND EMPLOYEES' PERROMANCE: IN THE
CASE OF SELECTED COMMERCIAL BANKS IN
ETHIOPIA**

By

Tigist Mekonnen
SGS7/0343/2006B

June, 2016

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL
OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTER OF BUSINESS ADMINISTRATION**

June, 2016

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SCHOOL OF GRADUATE STUDIES
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Asst. Professor Shoa Jemal. All sources of material 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 institutions 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. Mary's University, School of Business for examination with my approval as a university advisor.

Shoa Jemal

Advisor

St. Mary's University, Addis Ababa

Signature

June, 2016

DEDICATION

This work is dedicated to my father Ato Mekonnen Mihiretie and my mother W/ro Werkesew Anteneh who have been encouraging not only to start studying my second degree but also for their prayer and continuous encouragement till the completion.

ACKNOWLEDGMENTS

I am forever indebted to *Almighty God* and his mother *Virgin Mary* for granting me the enablement to successfully complete this study.

This study could never have been finished without the help of others. My first appreciation goes to my institute for giving me a scholarship to learn in the university. Next, I would like to articulate my deepest gratitude to my advisor Shoa Jemal (Asst. Prof.) for his encouragement, guidance and support from the start to the accomplishment of this study.

I am also thankful to my staffmates. Similarly, I want to say thank you to my friends in the selected banks who have helped me in distributing and collecting questionnaires.

Finally, I would like to convey a word of appreciation to all family members for their support and encouragement.

LIST OF ACRONYMS

CBE- Commercial Bank of Ethiopia

AIB- Awash International Bank

BOA- Bank of Abyssinia

UB- United Bank

NIB- Nib International Bank

HR- Human Resource

PMS- Performance Management System

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ABSTRACT

A strong and positive organizational culture is a key for successful growth and serves as a competitive advantage for organizations. This is especially true for service giving businesses like banks that rely greatly on the knowledge and skill of their employees. The primary objective of this study was to assess organizational culture and employees' performance in the case of selected commercial banks. The study viewed organizational culture as shared values, beliefs and norms that influence the way employees think, feel, behave and perform their day to day duties in the work place. A mixed method of research which combines qualitative and quantitative data collection and analyses were used. Questionnaire and interview were used as primary data gathering tools. 210 questionnaires were distributed and 199 were returned together interview was conducted. The collected data were organized and analyzed through SPSS 20. Then; three major statistical techniques were used to analyze the quantitative data: percentages, one-sample dependent t-test and one Way Analysis of Variance. The results showed that stability and attention to details were the cultural dimensions shared by all the case banks but some the case banks need to observe how the employees' perceive their bank in organizational culture and work towards developing those organizational culture dimensions in which they were found to have lower ratings. And yet there was no difference in reported employees' performance despite the difference in organizational culture. Future research may need to use other dimensions to assess employees performance rather than depending on reported performance assessment.

Keywords: *Organizational Culture, Employees Performance*

CHAPTER ONE

INTRODUCTION

This chapter includes background of the study, the statement of the problem, general and specific objectives of the study, research questions, significance of the study, scope and limitation of the study, operational definition of terms and organization of the paper.

1.1. Background of the Study

Organizations vary in terms of effectiveness and efficiency in achieving their intended missions and objectives. While some organizations excel in achieving their objectives, some other organizations struggle to meet their objectives. Researchers explain organizational effectiveness differences to many factors such as leadership quality, organizational culture, macro-and micro environmental factors, employees' commitment for the mission of the organization and others (Amsa, 1986; Hofstede, 1986 cited in MARCOULIDES AND HECK, 1993). Organizational culture is one of the major factors that have been identified as one of the major factors that influence organizational effectiveness. Organizational culture refers to a system of shared values, beliefs, basic assumptions or norms that have long been in force, agreed up on and followed or hold by members of the organization and that distinguish one organization from other organizations (Robbins and Judge, 2015).

Another author Ojo, 2009 defined Organizational culture as the pattern of shared values, beliefs, and assumptions considered to be the appropriate way to think and act within an organization.

It is believed that these systems of values, beliefs, basic assumptions or norms are a set of key characteristics that influence how members of the organization carry out their day to day tasks with regard to innovation and risk – taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability (Collins and Porras (2000). Organizational culture can be used as a management tool to achieve efficiency, effectiveness, productivity, and work ethic (Sutrisno, 2007). By means of organizational culture, an organization can improve the behavior of its employees' so as

to improve their performance and achieve organizational objective as the human capital is a pillar of successful organizations (Holland, Sheehan and de Cieri, 2007 cited in Griffith, 2013).

Depending on its strength, organization's culture can have a significant influence on the attitudes and behaviors of organization members' in performing their tasks and as a result organizational culture may be the one decisive influence for the survival or fall of the organization because the level of cultural strength affects the way in which employees' process their activity.

Thus, organizational culture is expected to influence the behavior and performance of employees'. In this study, an attempt is made to examine the organizational culture and employees' perceived performance of some selected commercial banks in Ethiopia. Some authors indicate that banks are one of the those organizations that require common understanding and shared culture in order to be effective. Banks are people centric and make use of predominantly knowledge of workers and at the same time the banking industry is one of the sectors with stiff competition and because of this, highly technical skills and high level of understanding between workers is needed (Petcharak, 2012, Dwintaric, 2012).

There are different ways of classifying organizational culture. In this study, organizational culture is conceptualized along seven primary characteristics. These are: innovation and risk – taking attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability (Robbins and Judge, 2015). To develop an organization that has the competitive advantage of value-based, the management needs to pay attention to its organizational culture, because organizational culture is a set of values, beliefs and attitudes among members of the organization that adds to employees' performance and consistency of behavior (Hakim, 2015).

For this reason, organizations are bringing a dramatic change in their traditional set up of autocratic nature and now they are moving towards and adopting more democratic organizational norms by delegating responsibilities to lower level as well as by encouraging involvement from all sectors and departments. These unavoidable

infrastructure changes require an organizational culture which is more team oriented and that provides ample chances of career growth and progress (Sutrisno, 2007).

Employees' performance is another major construct in this study. Employee performance is defined as the ability to perform a given task in the way that is applicable to achieve organizational objectives or it can be defined as the contribution of employees to attain goals (Hakim, 2015).

As stated earlier, organizational culture may influence employees' performance. Different researchers measure employees' performance in different dimensions but in this study employees' performance is conceptualized along the following dimensions. These are: quality, quantity, timeliness, cost-effectiveness, need for supervision and interpersonal relationships (Benardin and Russel, 1995). Employees are one of the most important determinants and leading factors that determine the success of an organization in a competitive environment. This is especially true for service organizations like banks that rely heavily on their good behavior of employees to provide courteous services to their customers in this competitive environment.

Commercial Bank of Ethiopia (CBE), Awash International Bank (AIB), Bank of Abyssinia (BOA), Dashen Bank, Wegagen Bank, United Bank (UB) and Nib International Bank (NIB) are the banks which are included in this study. These banks are established in 1963, 1994, 1996, 1996, 1997, 1998 and 1999 and have a total population of CBE-22,000+, Awash-6400, Wegagen-3200, Bank of Abyssinia-, Dashen Bank-4063, United Bank- 3000 and NIB-2800 respectively.

The case banks have different branches located in different parts of Ethiopia. CBE is the leader having 1119 branches. The rest of the banks have; Awash International Bank (AIB)-207+, Dashen Bank-204, Bank of Abyssinia-172+, Wegagen Bank-146+, United Bank-160 and Nib International Bank-160.

These banks play a vital role in the modern economic and banking service of Ethiopia and deliver similar services.

1.2. Statement of the Problem

The complexity of environmental changes forces firms to search for more efficient operational means for their development process. Employee performance is most important component to business organizations to achieve their target (Bodla, 2013). Organizations always expect high performance from their employees, in order to achieve the stated objective. So, increasing the efficiency of employees will play important role in accelerating the development of the organizations.

It is sure that there may be many factors affecting employees' performance but these days researches show that a strong and positive organizational culture has a strong and positive influence on employees' performance.

Regardless of its significance to increase employees' performance and the emphasis it gets on business literature, the researcher found little or no evidence on the organizational culture of business enterprises or banks in particular. The researcher believes that as the number of banks increases in Ethiopia, it is valuable to study their organizational culture to get evidence on how the banks can be characterized along organizational culture dimensions. Practically, having a strong culture doesn't mean that employees are best performers or a weak culture doesn't exactly indicate that employees have poor performance so, it is also useful to assess employees' perceived performance and how it is related to the banks' organizational culture.

In addition to the aforementioned issues, during the preliminary study the researcher observed the following gaps at the case banks: employees are not encouraged to undertake creative activities and take risks and there is limited or no innovation activities, employee participation programs are rare or are totally missed hence employees are not invited to share their ideas during decision making, employees themselves speak bad about their organization, employees focus on the procedure and this results in a long queue of customers to use service, at the same time employees' turnover is a serious issue in some of the case banks.

Consequently, it becomes significant to assess the organizational culture and employees' perceived performance and how the two are interrelated in the case of some selected commercial banks.

1.3 Basic Research Questions

The paper seeks to answer the following research questions:

1. How can the case banks be characterized in light of the seven dimensions of organizational culture?
2. Do the banks have differences in the strength of organizational culture dimensions?
3. How do the employees of these banks assess their performance in light of the seven dimensions of employee performance?
4. Do employees of the case banks have differences in performance as a result of differences in organizational culture?

1.4. Objectives of the Study

1.4.1. General Objective

The primary objective of this study is to assess the organizational culture and employees' perceived performance of selected banks in Ethiopia. .

1.4.2. Specific Objectives

Following the primary objective, the secondary objectives of this study are listed as follows:

To assess the kind of organizational culture that represents the case banks with regard to the seven dimensions.

To identify whether the case banks have differences in organizational culture.

To assess the case banks perceived employees' performance using performance measuring dimensions.

To identify whether the case banks have differences in perceived employee performance as a function of differences in the dimensions of organizational culture.

1.5. Significance of the Study

This study is useful in the following regards:

1. Provides insights and information on the organizational culture and employee performance dimensions of the seven case banks that will be used for our understanding of organizational culture in Ethiopian banking sector. These insights and information could be used by bank managers, owners, and decision makers for training of staffs, introducing reforms and other related measures.
2. Serves as one case in the development and understanding of organizational culture and employees' performance of banking sector for Ethiopian researchers or developing country context.
3. Initiates further discussion and research on organizational culture and performance of the banking sector which may contribute to the development of useful knowledge and practice to Ethiopian economic development.

1.6. Scope of the Study

Due to unmanageability of having excess data, the study focuses to assess organizational culture and employees' performance in the case of some selected commercial banks. In this study organizational culture is conceptualized as a system of shared values, beliefs and basic assumptions that distinguishes one organization from the other and influences the way employees think, feel and behave in the workplace (Robbins and Judge, 2015). The banks included under this study are: Commercial Bank of Ethiopia, Awash International Bank, Bank of Abyssinia, Dashen Bank, Wegagen Bank, United Bank and Nib International Bank. Head quarter employees of the mentioned banks were considered in the study. Regarding the study variables, though culture has been measured using different latent variables; the research uses the seven primary characteristics of organizational culture namely: innovation and risk-taking, attention to detail, people orientation, outcome orientation, aggressiveness and stability.

Employees' performance is measured using quality, quantity, timeliness, cost effectiveness, the need for supervision and interpersonal impact.

Regarding the methods, the study employed mixed methods of approach.

1.7. Limitation of the Study

Due to busyness of the interviewed managers the researcher was forced to undertake the interview parallel with administering the questionnaire. Employees of some of the selected case banks were unwilling and even their banks had passed a decision not to receive and fill questionnaires. Above all data collection was very tedious and time consuming. It took more than a month and two weeks. This study used reported assessment of employees' performance to measure employees' performance which may have some degree of subjectivity.

Culture could also be better understood had it involved qualitative data. Although interview was conducted with HR managers of the banks, it could have been better if the interview responses are deeper and broader enough and had focus group discussion to gather data on each dimension of the organizational culture and performance so that the findings of the study could be triangulated.

1.8. Operational Definition of Key Terms

Organizational Culture: in this study organizational culture is viewed as a system of shared values, beliefs and basic assumptions that distinguishes one organization from the other and influences the way employees think, feel and behave in the workplace (Robbins and Judge, 2015). It measured using the 7 dimensions of organizational culture developed by Robbins (2009).

Beliefs- are the ideas that one has a commitment to, hold and support (Business Dictionary.com).

Values-are things that we believe important which stem from beliefs (Business Dictionary.com).

Norms-include value, customs, and traditions which represent individuals' basic knowledge of what others do and think that they should do (Business Dictionary.com).

Assumptions-are long-learned, automatic responses and established opinions and lay the foundation to behave (Business Dictionary.com).

Attitudes- are learned ways of responding to people and situations based on the beliefs, values and assumptions we hold (Business Dictionary.com)

Employees' Performance: here employees' performance is defined as the ability to perform a given task in way that is applicable to achieve organizational objectives. (Hakim, 2015)

1.9. Organization of the Paper

This paper consists of five chapters. The first part contains background of the study, statement of the problem, research questions, objective, scope and limitation of the study. Chapter 2 presents related literature reviews on the influence of organizational culture on employees' performance and conceptual frame work. The third chapter states about the methods used in collecting data and analyzing the collected data. Chapter four is about analysis, interpretation and discussion of data and findings. The last chapter which is chapter five includes summary, conclusion and recommendation of the study. At the end, list of references, questionnaire and interview questions are attached.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter incorporates a review of relevant literature on the following issues: definition of organizational culture and employees' performance, relationship between organizational culture, reasons to build a better culture, organizational culture as a competitive advantage, key characteristics of organizational culture, ways of keeping culture alive, and the effect of organizational culture on employees' performance and empirical literature review about culture and employees' performance.

2. 1. Definition of Organizational Culture and Employees' Performance

2.1.1. Organizational Culture

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

Schein (1999) defines culture as a pattern of shared basic assumptions that the group learned as it solves 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.

Collins and Porras (2000) stated that organizational culture refers to a system of shared meaning held by members that distinguish one organization from other organizations. They believe that these shared meanings are a set of key characteristics, and that the organization values and the essence of an organizations culture can be captured in seven primary characteristics. These characteristics are: innovation and risk – taking, attention

to detail, outcome orientation, People orientation, Team orientation, Aggressiveness and Stability.

Organizational culture can be defined as the system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems in the organization (Sutrisno, 2011).

Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values help employees to understand how they should act in their organization.

According to Stephen (2009), organizational culture is based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Also called corporate culture, it's shown in:

- ✓ the ways the organization conducts its business, treats employees, customers, and the wider community,
- ✓ the extent to which freedom is allowed in decision making, developing new ideas, and personal expression,
- ✓ How power and information flow through its hierarchy, and
- ✓ How committed employees are towards collective objectives.

2.1.2. Employee Performance

Employees' performance is defined as the ability of employees to perform a given task in way that is applicable to achieve organizational objectives (Hakim, 2015)

Existence of employees in an organization determines the success and continuation of all activities of the organization in order to achieve organizational goals (Charles, Kenneth and Bernard, 1991). Therefore, the management needs to provide strong support in motivating employees to work in a professional manner so that employees can achieve performance in line with their expectations and organizations.

Employee performance is the contribution of both positive and negative given individuals in the organization (Ivancevich, 2008). Another author Noor (2012) stated that individual performance is the foundation for the organization's performance. Therefore, in order to create effective management, understanding the performance of employees is very important. Matis and Jacson (2002) revealed that, good performance for individuals and groups should be at the center of attention in an effort to boost the performance of the organization. So, we can say that good performance is one of the objectives of the organization in achieving high productivity.

Organizational culture influences employees' performance as it brings people together to accomplish goals. Many companies have developed new ways of accomplishing goals. This new culture of setting goals give employees of the company defined strategies with everyone working toward the same objectives and/or goals. The more people there are working together to accomplish a goal the more goals that can be accomplished. This in turn increases performance thus creating more products to market (Stephen and Timothy, 2013 and Adnan, 2015).

To measure the level of success or performance of the employees of an organization can use several approaches. Benardin and Russle (1995) proposed six primary performance characteristics that can be used to measure performance, namely: (a) quality, is the degree to which the process or the results of the implementation of near-perfection or close to the expected goals; (b) quantity, the amount produced, for example, the amount of dollars, units, and the cycle of the activities carried out; (c) timeliness, is the extent to which an activity is completed at a desired time; (d) cost effectiveness, is the degree to which the use of organizational resources (human, financial, technological and material) is maximized to achieve results or loss of each unit reduction in resource use; (e) need for supervision, is the degree to which a worker can perform a job function without requiring the supervision of a supervisor to prevent actions that are less desirable; (f) interpersonal impact, the degree to which employees maintain dignity, good name, and cooperation among colleagues and subordinates. This concept is used in this study to measure the performance of employees of selected commercial banks.

2.2. The Relationship between Organizational Culture and Employees' Performance

Earlier studies indicated a relationship between organizational culture and employees' performance. Cohesive business cultures are thought to support higher productivity, improve employee morale, affect work attitudes and encourage employee commitment (Ojo, 2009 and Hakim 2015).

In consequence organizational culture directs and controls management behavior which affects performance through decision making, problem solving and strategy formulation. So, a better understanding of the concept would allow people in organizations to solve problems and improve employee performance.

The employee performance would be considered as backbone of an organization as it leads to its development effectively. The loyalty of employee relies upon knowledge and awareness of culture that improves behavior and then performance of employees.

2.3. Importance of Organizational Culture

Organizational culture contributes to the proper functioning, fostering communication, socialization of new members, creating trust and adoption of common means in order to achieve objectives. The withdrawal of a member is strongly felt because any new employee requires resources, time and much perseverance.

Organizational culture is an important framework and teaches the employee what is accepted and what is not in the organization. The behavior of the bosses and of the colleagues represents a significant milestone for a new employee because he reports his expectations, ideas and attitudes to it. If between the formal and informal elements exist big differences, then the employees' perception will be conflictual and it will be most likely to have as a result a predominant adaptation to the informal structure and the manifestation of an inappropriate behavior with unfavorable results for the company (Lowe and Media, 2004).

According to Robins and Judge (2015) organizational culture gives the following importance:

1. Unity

A shared organizational culture helps to unite employees of different demographics. Many employees within an organization come from different backgrounds, families and traditions and have their own cultures. Having a shared culture at the workplace gives them a sense of unity and understanding towards one another, promoting better communication and less conflict. In addition, a shared organizational culture promotes equality by ensuring no employee is neglected at the workplace and that each is treated equally.

1. Loyalty

Organizational culture helps to keep employees motivated and loyal to the management of the organization. If employees view themselves as part of their organization's culture, they are more eager to want to contribute to the entity's success. They feel a higher sense of accomplishment for being a part of an organization they care about and work harder without having to be coerced.

2. Competition

Healthy competition among employees is one of the results of a shared organizational culture. Employees strive to perform at their best to earn recognition and appreciation from their superiors. This in turn increases the quality of their work, which helps the organization prosper and flourish.

3. Direction

Guidelines contribute to organizational culture. They provide employees with a sense of direction and expectations that keep employees on task. Each employee understands what his roles and responsibilities are and how to accomplish tasks prior to established deadlines.

4. Identity

An organization's culture defines its identity. An entity's way of doing business is perceived by both the individuals who comprise the organization as well as its clients and customers, and it is determined by its culture. The values and beliefs of an organization contribute to the brand image by which it becomes known and respected.

2.4. Role of Organizational Culture

Each organization is recognized by its culture. One organization is different from other organizations because of cultural values, beliefs and norms. As George, Marcoulides and Ronald (1993) culture plays the following are the functions performed by organizational culture:

1. Organizational culture creates the boundary beyond which no employees are allowed to go.
2. An organization is well organized by its culture hence the culture of an organization provides stability and people like to continue with the organization.
3. The social recognition of the organization makes the recognition grow and develop in all ways.
4. Organizational culture acts as a motivator that guides and controls employees' activity.
5. Culture gives rise to a positive attitude and behavior.

2.5. Reasons to Build a Better Organizational Culture

According to the above mentioned authors organizations have reasons to build a better and positive culture so that they can achieve their purpose in an effective and efficient way. A better culture leads employees to their success. Therefore organizations need to build a better culture for the following reason:

1. Leaders must set the examples by living the elements of culture: values, behaviours and actions.
2. An organizations norms and values are not formed through speeches but through actions and team learning. A strong culture is more than a slogan and empty promises.

3. Organizations with clearly codified cultures enjoy labor cost advantages for the following reasons:
 - i. These organizations become better places to work.
 - ii. These organizations become well known among prospective employees.
 - iii. The pool of prospective employees' grows.
 - iv. The cost of selecting among many applicants is offset by cost savings as prospective employees sort themselves into and out of consideration for jobs.

2.6. Importance of Matching People with their Organizational Culture

According to Kahn, 2005 matching individuals to organizations is a crucial part of success for any company. The match between people and the companies for which they work is determined by the kind of organizational culture that exists. The degree to which an organization's values match the values of an individual who works for the company determines whether a person is a good match for a particular organization.

The collective rules by which an organization operates define its culture. These rules are formed by shared behaviors, values and beliefs. Culture forms the basis for how individuals operate within the context of the organization. The way a group or individual behaves, defines what is "normal" and "what is not normal" is determined by culture of the organization. Culture can be defined either by a set of observable behaviors or by the underlying values that drive behavior. In large organizations, vision statements, mission statements and statements of values are often formalized to describe the company's culture.

2.7. Organizational Culture as a Competitive Advantage

Kotler & Keller (2006) stated that a competitive advantage is a company's ability to perform in one or more ways that competitors cannot or will not match.

Organizational culture is one of the components that are important to sustaining performance, competitive advantage, and a good reason for being a great organization (Madu, 2012).

A leader can create a culture that distinguishes his/her organization as a great place to work for. A leader creates a culture of commitment, through the allocation of organizational resources, rewards, and promotions, that encourages competitive behavior. The best way to encourage competitive advantage is to continuously encourage individuals to innovate new advantages.

A leader who is consistent in behavior of paying attention to operating efficiency and encouraging subordinates to be creative will gain low cost advantage over rivals. Thompson, Strickland & Gamble (2005) asserts that companies earn strong market positions because of the low cost advantages they have achieved over their rivals and their consistent ability to under price their competitors.

However, at the other extreme a leader's inconsistencies in what the leader pays attention to can empower subordinates to pay less attention, and default on what the leader wants (Madu 2012).

2.8. Key Features of Organizational Culture

Robbins and Judge (2015) identified that organizational culture has key features which identify it from different constructs of an organization. These key features help members and to identify their culture. The key features of culture are as follows:

1. Culture is shared by the members of the organization.
2. Culture helps members of the organization solve and understand the things that the organization encounters, both internally and externally.
3. Because the assumptions, beliefs, and expectations that make up culture have worked over time, members of the organization believe they are valid. Therefore, they are taught to people who join the organization.
4. These assumptions, beliefs, and expectations strongly influence how people perceive, think, feel, and behave within the organization.

2.9. Primary Characteristics of Culture

As stated earlier these key characteristics are the dimensions developed Robbins (2009). These primary characteristics define an organization's culture as a whole and the ones that help shape up the organization's 'personality' and are very general characteristics that every organization would have to look into; otherwise the culture would seem incomplete. Although all these characteristics are at some level a part of every company, the importance and individual interpretation of each differs from business to business, thus making each business unique in its own way.

According to Robbins (2009) there are 7 primary characteristics that belong to an organizational culture. These are:

1. Innovation and Risk taking

Risk and returns go hand in hand. Places where you take a risk; the chances of returns are higher. Same goes for innovation. You could either be a follower or a pioneer. Pioneering has its share of risks, but at times it can also have a breakthrough outcome for the organization. Thus, innovation and risk taking is one of the main characteristics of organizational culture defining how much room the business allows for innovation.

2. Attention to Detail

Attention to detail defines how much importance a company allots to precision and detail in the workplace. This is also a universal value as the degree of attention the employees are expected to give is crucial to the success of any business. The management defines the degree of attention to be given to details.

3. Outcome Orientation

Some organizations pay more attention to results rather than processes. It is really the business model of each business that defines whether the focus should be on the outcome or the processes. This defines the outcome orientation of the business.

4. People Orientation

This is one of the most contentious issues in organizational culture today. How much

should be the management focus on the people? Some organizations are famous for being employee oriented as they focus more on creating a better work environment for its 'associates' to work in. Others still are feudal in nature, treating employees no better than work-machines.

5. Team Orientation

It is a well-established fact today that synergistic teams help give better results as compared to individual efforts. Each organization makes its efforts to create teams that have complementary skills and effectively work together.

6. Aggressiveness

Every organization also lays down the level of aggressiveness with which their employees work. Some businesses like Microsoft are known for their aggression and market dominating strategies.

7. Stability

While some organizations believe that constant change and innovation is the key to their growth, others are more focused on making themselves and their operations stable. The managements of these organizations are looking at ensuring stability of the company rather than looking at indiscriminate growth.

Just like having a strong personality adds character to a person, organizational culture does give a business its own special identity. It helps create cohesion among the employees as they share the primary characteristics of an organizational culture and imbibe in them the spirit of team work.

2.10. How Employees Learn Culture?

Stephen and Timothy (2013) explain that culture is transmitted to employees in a number of forms, the most potent being, stories, rituals, symbols, and Languages.

1. Stories

Stories typically contain a narrative of events about the organization's founders, rule breaking, rags-to-riches success, reductions in the work force, relocation of employees,

reactions to past mistakes, and organizational coping. These stories anchor the present in the past and provide explanations and legitimacy for current practices.

2. Rituals

Rituals are repetitive sequences of activities that express and reinforce the key values of the organization – what goals are most important, which people are important, and which people are expendable.

3. Material Symbols

Material symbols convey to employees who is important, the degree of equal opportunity desired by top management, and the kinds of behavior (for example risk taking, conservative, authoritarian, participative, individualistic, and social) that are appropriate.

4. Language

Many organizations and units within organizations use language as a way to identify members of a culture or subculture. By learning this language, members show their acceptance of the culture and, in so doing, help to preserve it.

2.11. Creating an Ethical Organization Culture

The organizational culture most likely to shape high ethical standards among its members is high in risk tolerance, low to moderate in aggressiveness, and focused on means as well as outcomes. This type of culture takes a long-term perspective and balances the rights of multiple stakeholders, including employees, stockholders, and the community. Managers are supported for taking risks and innovating, discouraged from engaging in unbridled competition, and guided to heed not just to what goals are achieved but also how.

If the culture is strong and supports high ethical standards, it should have a very powerful and positive influence on employee behavior.

Managers should do the following principles to create and a more ethical culture and adhere to their employees:

1. Be a role model and be visible: employees look to the behavior of top management as a model of what's acceptable behavior in the workplace. When senior management is observed (by subordinates) to take the ethical high road, it send a positive message for all employees.

2. Communicate ethical expectations: Ethical ambiguities can be reduced by creating and disseminating an organizational code of ethics. It should state the organization's primary values and the ethical rules that employees are expected to follow. Remember, however, that a code of ethics is worthless if top management fails to model ethical behaviors.

3. Offer ethics training: Set up seminars, workshops, and similar ethical training programs. Use these training sessions to reinforce the organization's standards of conduct, to clarify what practices are and are not permissible, and to address possible ethical dilemmas.

4. Visibly reward ethical acts and punish unethical ones: Performance appraisals of managers should include a point-by-point evaluation of how his or her decisions measure up against the organization's code of ethics. Appraisals must include the means taken to achieve goals as well as the ends themselves. People who act ethically should be visibly rewarded for their behavior. Just as importantly, unethical acts should be punished.

5. Provide protective mechanisms: The organization needs to provide formal mechanisms so that employees can discuss ethical dilemmas and report unethical behavior without fear of reprimand. This might include creation of ethical counselors, ombudsmen, or ethical officers.

2.12. Strong and Weak Culture

An organization's culture could be characterized as weak or strong. A weak organizational culture is one in which employees are not clear with what their goals are.

A weak culture is evident when most employees have varied opinions about the organization's mission and values (Robbins & Judge, 2011). The company is disorganized and this requires extra efforts and time to attain maximal unity of purpose. Employees waste time spinning their wheels, because of inability to focus on what's important.

Weak organizational culture allows for increase in turnover of employees because of a lack of corporate cohesiveness and mission. This spirals into low employee morale and employee disengagement.

An organization's culture is weak, when many subcultures exist, few values and behavioral norms are shared, and traditions are rare. In such organizations, employees do not have a sense of commitment, loyalty, and a sense of identity. Rather than being members of an organization, these are wage-earners.

A strong organizational culture is distinguished by the organization's core values being intensely held, clearly ordered, and widely shared and it is a significant driver of employee engagement and includes management designing jobs well, providing support and setting goals for employees. A strong organizational culture provides stability to an organization (Robbins and Mathew, 2009).

A company with a strong culture provides clear expectations for employees about their jobs, behaviour and dress. There should also be a clear cut chain of command. This type of atmosphere fosters a sense of wellbeing in employees and helps them to work towards the greater good of the company. The only danger of a strong organizational culture is a concept called "group think". This is a term coined by Irving Janis that occurs because a group thinks so similarly that they lose the ability to become innovative and make poor decisions.

The strength of a company's organizational culture, ultimately determines its success. Strategically changing an organization's culture takes a determined and effective leader who unselfishly puts the organization first before self. Charlie Connolly (2008) advocated that such a leader "recognizes what needs to be accomplished within his/her sphere of influence and acts on that need are not only important but essential to the future well-being of that organization".

A strong organizational culture works like strong social glue, which bonds members of an organization together through shared goals. This builds loyalty and commitment among the group and makes them less likely to leave their tight knit organization.

“Culture is one of the most precious things a company has, so they must work harder on it than anything else,” said Herb cited in Ojo, 2009. Various studies indicate that companies with strong cultures are more likely to be successful, but only under a particular set of conditions.

The effect of organizational culture depends partly in its strength. Corporate culture strength refers to how widely and deeply employees hold the company’s dominant values and assumptions. In a strong organizational culture, most employees across all subunits hold the dominant values. These values are also institutionalized through well-established artifacts, thereby making it difficult for those values to change. Furthermore, strong cultures tend to be long-lasting; some can be traced back to company founder’s values and assumptions. In contrast, companies have weak culture when the dominant values are short-lived and held mainly by a few people at the top of the organization.

According to Collins and Poras (2000) a strong corporate culture potentially increases a company’s success by serving three important functions:

1. **Control System:** Organizational culture is a deeply embedded form of social control that influences employee decision and behavior. Culture is pervasive and operates unconsciously.
2. **Social Glue:** Organizational culture is the ‘social glue’ that bonds people together and makes them feel part of the organization experience. Employees are motivated to internalize the organization’s dominant culture because this helps fulfill their need for social identity. This social glue is increasingly important as a way to attract new staff and retain top performers.
3. **Sense-making:** Organizational culture assists the sense-making process. It helps employees understand what goes on and why things happen in the company. Corporate culture also makes it easier for them to understand what is expected of them and to interact with other employees who know the culture and believe in it.

Although organizations with strong cultures experience fewer turnovers, it doesn't mean that a strong culture is better than a weak culture in every instance. A strong culture is difficult to change in an organization and can stifle innovation, because members of the organization are used to doing their jobs exactly the same way.

Weak cultures can be advantageous for organizations that benefit from independent thought and innovation by their members. In an unstable environment, organizations with weak cultures often function better than organizations with strong cultures, because they are much more adaptable to change. From this it is strongly agreed that, in order for an organization to succeed, the culture of that organization must fit the environment in which it operates.

2.13. Effect of Organizational Culture on Employees' Performance

The effects of organizational culture are many and varied. Obviously the effects of organizational culture vary depending on whether the company's culture is strong or weak. But there are some generalities that apply. The positive effects that occur when a company makes an intensive effort to establish a strong positive organizational culture at the work place would be reflected in different ways.

Many workers spend more and more time at work if they are happy with the settings of their organizational environment or the working conditions. The old saying goes that a happy worker is a productive worker, and this is one of the positive effects of organizational culture (Hakim, 2015).

Workers enjoy work and want to be interested in whatever going on that day, or long term goals. Being part of something meaningful that the worker enjoys makes the whole experience of work better, which makes them more productive. A strong organizational culture should help to provide this setting.

A strong organization focuses on the environment it creates for its workers because this helps and encourages a more efficient and productive company. Focusing on building and sustaining organizational culture shows employees that they are considered an important

part of the company. This type of company generally has the best response from its employees and this also has a much better chance of achieving its goals.

There are five major reasons for wanting to create an appropriate and positive culture for organizations:

1. A strong organizational culture will attract high level talent.
2. A strong organizational culture will help to keep your top level talent.
3. A strong culture creates energy and momentum.
4. A strong and successful organizational culture should alter the employee's view of work
5. A strong and positive organizational culture helps in make everyone more efficient and successful.

2.14. Empirical Review

After a long era of research on organizational culture, scholars have established abundant links between organizational culture and performance. In 1980s early organizational researchers find unambiguous link between organizational culture and performance. Researchers like Peters & Waterman (1982); Deal & Kennedy (1982); Sadri & Lees (2001) and Thompson (2002) stated that strong organizational culture is a primary determinant in creating better employee performance.

It has been argued that organizational culture might have a critical influence on enhancing employees' performance and quality (Siehl and Martin, 1990).

The role of organizational culture is argued to be critical in enhancing employees' performance. Kotter and Heskett (1992) studied the relationship between organizational culture and performance and their research came to four important conclusions:

1. Organizational culture is able to impact significantly on an organization's long term economic performance;

2. Organizational culture's importance as a factor in determining organizational success or failure will increase in the next ten years;
3. It is common and easy to develop organizational cultures that reduce an organization's long term financial performance; and
4. Organizational culture can be changed to be more productive, even though organizational culture is difficult to change.

Klein et al. (1995) in his findings positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services.

As Djokosantoso (2003) if the cultural component is implemented in any organization, it can be said that the organization has organizational culture because he argued that organizational culture is a pattern of the entire good atmosphere all material or behavior that traditionally has been adopted by the community as members of problem-solving. Also the findings of Sofia and Mohd (2012) mentioned in (Fakhar, Zahid and Mohammed, 2013) assured that the values, beliefs, and norms that held the organization has a significant impact on the way employees' perform their activities in the organization.

Ojo (2009) examined various concepts on organizational culture and attempted to ascertain the importance of the relationship between organizational culture and employees' performance in business context. The study adopted survey research design and chose Nigerian employees in commercial banking industry as population of his study. The researcher's findings drawn that organizational culture plays a vital role in an organization's general performance.

Lunenburg (2011) investigated the relationship between organizational culture and employees' performance and stated that organizational culture is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace and an organization's culture can have an impact on employees' effectiveness.

Luthans in Adnan (2015) after his investigation concluded that organizational norms and values guide the behavior of members of the organization in performing a given task. Adnan (2015) studied the relationship between organizational culture and employees' performance. He measured the implementation of organizational culture using the seven key characteristics specifically: innovation and risk taking, attention to detail, people orientation, outcome orientation, team orientation, aggressiveness and stability stated by Stephen and Timothy (2013) and employees' performance using the variables quality, quantity, timeliness, cost effectiveness, need for supervision and interpersonal impact suggested by Bernard and Russle (1995) and also found that culture has a strong and positive influence on the behavior and effectiveness of employees' performance.

2.15. The Conceptual Framework

This conceptual frame work is developed from the reviewed literatures about organizational culture and employees' performance to support the objectives and research questions of this study. As stated earlier the system of shared assumptions, values, norms and rules that are established and forwarded to serve as a reference bonding agent for employees in performing their day to day duties and responsibilities particularly with regard to innovation and risk taking, attention to detail, outcome orientation, people orientation, team orientation, aggressiveness and stability and the level of performing the above duties and responsibilities is measured by the quality, quantity, timeliness, cost effectiveness, need of supervision and interpersonal impact of employees.

Measures of Organizational Culture
Innovation and Risk-taking
Attention to Detail
Outcome Orientation
People Orientation

Measures of Employee Performance
Quality
Quantity
Timeliness
Cost-effectiveness
Need for Supervision
Interpersonal-impact

Team Orientation
Aggressiveness
Stability

Figure 1. Conceptual framework (Modified)

CHAPTER THREE

RESEARCH METHODOLOGY

This section contains the description of the specific study procedures and methods that is employed in the study. The topics covered include the research design, population, sample size and sampling techniques, and sources of data, data collection procedures, and analysis and ethical considerations.

3.1. Research Approach and Design

3.1.1. Research Approach

A research design is the specification of methods and procedures for acquiring the information needed to structure or solve problems to achieve the research objective. It is the overall plan of how you will go about answering your research questions (Saunders, Lewis and Thornhill, 2009).

The study employed mixed methods of approach. According to Creswell (2003), in mixed methods research, investigators use both quantitative and qualitative data because they work to provide the best understanding of a research problem. Hence by mixing both quantitative and qualitative research and data, the researcher gains in breadth and depth of understanding and validation, while offsetting the weaknesses inherent to using each approach by itself. As stated on (Wikipedia.com), one of the most advantageous characteristics of conducting mixed methods research is the possibility of triangulation, i.e., the use of several means (methods, data sources and researchers) to examine the same phenomenon. Triangulation allows one to identify aspects of a phenomenon more accurately by approaching it from different points using different methods and techniques. Descriptive survey is employed to gather data on organizational culture and employees' performance and to supplement the data collected through survey; interviews with HR managers of the case banks were conducted.

3.1.2. Research Design

This study is a descriptive type of research. According Creswell (2003), a descriptive study gives the best result than other methods.

3.2. Population, Sampling Technique and Sample Size

3.2.1. Population

As said before the banks included under this study are: Commercial Bank of Ethiopia, Awash International Bank, Bank of Abyssinia, Dashen Bank, Wegagen Bank, United Bank and Nib International Bank. The reason for selecting these banks is the number of years they have been operational. The above banks have been in the banking sector for long years. From the literature of organizational culture, it is assumed that organizations require some time to properly establish a working culture that defines them as employees of the banks have to learn shared ideas, common purposes and set assumptions that guide practices. Because of the above reason, banks that have 10 years and above are included.

In this study, head office employees of the case banks are considered as population of the study. Evidence from the banks showed that for employees to serve at head office, service year and/or educational qualification are considered.

The total employees on these banks in Addis Ababa branches were presented before in the introduction part. The below table shows estimated number of professional employees in the case banks. It was very difficult to get the data and the following figure is estimation from the HR department of the case banks. So, the following table presents estimated number of professional employees considered as population of the study.

Table 3.1: Number of Professional Employees in the seven banks in Addis Ababa only

Bank	Number of Professional Employees
CBE	9200
Awash International Bank	3400
Bank of Abyssinia	2500
Dashen Bank	2800
Wegagen Bank	1800
United Bank	1800
Nib International Bank	2000

The above table shows the number of professional employees considered as population of the study.

3.2.2. Sampling Technique and Sample Size

As discussed by Rose (cited in Asrat, 2014), sample sizes larger than 30 and less than 500 are appropriate for most research. For this reason, the study included 210 respondents from the selected banks. The 30 respondents from each bank were then randomly selected for the study to give equal chance for all. To conduct the interview, one branch manager from each bank was selected using purposive sampling technique. The interviewees were selected based on their position and experience in the Banks.

3.2.3. Sources of Data

The sources of data for this study were mainly primary. This enhances the trustworthiness of the findings of this research. Employees' and HR managers of the case banks were used to collect data for the study. In addition to the primary sources secondary sources were also in use for the purpose of evidence. The case banks flyers were assessed to check whether the dimensions used to measure organizational culture are values of these banks or not.

3.2.4. Data Gathering Tools

Data were collected using structured questionnaire and semi-interview. Semi interview is used because the researcher had only one chance to meet the HR managers due to the interviewees' busyness.

3.2.4.1. Questionnaire

The questionnaire was adapted from Adnan 2015. The questionnaire had three major sections. The first section asked to complete background characteristics. The second section requests to rate the items of organizational culture in a five point rating scale that ranges from "strongly agree" (5) to "strongly disagree" (1). The third section contains responses to employees' performance arranged in a five point rating scale ranged from "Very often" (5) to "Not at all" (1). There were a total of 21 items for organizational culture organized along the 7 dimensions of organizational culture and 18 items to assess employees' performance.

3.2.4.2. Interview

Interview was used to supplement and explain data collected through the questionnaire. The items are semi-structured that requested the interviewees to explain and describe how they perceive the organizational culture of their banks and employees' performance. Interview items were developed by the researcher.

3.3. Pilot Test

The questionnaire was developed and administered in English language. The researcher used a pilot test the questionnaires so then to assure the reliability of the questions included. After collecting those questionnaires one item is changed on the service year portion. The item "Since inception" is changed in to "> 5 years".

3.4. Reliability Test

According to Andrew, Pedersen and McEvoy discussed in Ibrahim (2014), Alpha Cronbach's test is an accepted method to measure the internal consistency of items listed in the questionnaire. Cronbach's alpha measures how well a set of variables or items measure a single, one-dimensional latent construct. Alpha values between 0 and 1 and in social sciences, values at or above 0.7 are desirable. But values above 0.9 are undesirable.

Table 3.2: Reliability Test of the items in the Dimensions

No.	Dimensions of Organizational Culture	Cronbach's Alpha
1	Innovation and risk-taking	0.808
2	Attention to detail	0.808
3	Outcome Orientation	0.78

4	People Orientation	0.808
5	Team Orientation	0.733
6	Aggressiveness	0.796
7	Stability	0.796
Average Reliability		0.7898
Dimensions of Employee Performance		Cronbach's Alpha
8	Quality	0.734
9	Quantity	0.775
10	Timeliness	0.76
11	Cost-effectiveness	0.775
12	Need for Supervision	0.785
13	Interpersonal impact	0.79
Average Reliability		0.769

From the table it is possible to note that the Cronbach's level is in the required stage and this confirms that the questions on the questionnaire are presented in the way they are understandable and are found to be reliable.

3.5. Data Collection Procedures

3.5.1. Questionnaire Distribution and Collection

After performing the above activities, the researcher administered the questionnaire by going to each of the banks and a total of 210 questionnaires were distributed to employees of the case banks at head offices. Random or convenience sampling is used to

distribute questionnaires and this is done to give equal chance to all employees in the head quarters. Finally 199 questionnaires were returned. In case of missed points, the researcher substituted mean values as this result doesn't change the mean.

3.5.2. Interview

After the developing items, interview was conducted parallel with the questionnaire. Due to the manager's busyness the researcher was forced to deliver a semi interview parallel with the questionnaire.

3.6. Methods of Data Analysis

The collected data were organized and analyzed through SPSS 20. Three major statistical techniques were used to analyze the quantitative data: percentages, one-sample dependent t-test and one Way Analysis of Variance. Percentage was used to describe the background characteristics of the respondents. T-test was employed to compare respondents rating on each of the dimensions of organizational culture and employees' performance against the expected t-test mean value. The expected t-test mean value was set to be 4 that represent "agree" (4) in organizational culture and "Often" (4) in employees' performance. Hence, when there is no significant difference between the expected mean value (4) and the actual mean value each bank in each dimension, it is assumed that the organization demonstrated the organizational culture to the expected level and employees are performing at the expected level too. When the actual mean value was found to be statistically lower than the expected mean value i.e. 4, it is assumed that the banks have culture below the expected level and employees' performance is below the expected level as well. And when the actual mean value was found to be statistically higher than the expected mean value, the banks demonstrate high level of culture or employees' performance is very high.

For the study, alpha level of $P=0.05$ is used to test the significance of the difference in mean values (t-value and the actual mean). So; alpha level of 0.05 and lower shows that there is significant difference between the two means (the expected and the actual means).

One Way Analysis of Variance (ANOVA) was used to examine whether there is a difference in employees performance of three grouped banks. The banks were grouped based on employees rating of organizational culture and t-test results into three: Strong, average and weak.

3.6.1. The Use of Posthoc Comparison

Posthoc comparisons are done to identify where the differences occurred in group. This was done to perform a series of pair wise comparison while analyzing employees' performance of the case banks as ONEWAY ANOVA shows **NO** difference between the expected t-test value '4' and actual mean of employee performance.

3.7. Ethical Considerations

The researcher had reflected on the ethical and academic purpose of the study during data gathering. While distributing the questionnaire, respondents were assured that the information they provide is confidential and no item was included which asks personal details. Data gathered is kept confidential and would not be used for any personal use and this study is performed to within the acceptable professional ethics.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter incorporates data presentation, analysis and interpretation of the results gathered through questionnaire and semi-structured interview. In all, 210 sets of questionnaires were administered and 199 were returned. The response rate of the respondents was 94.76%.

In case of missed values in the second (questions on organizational culture) and third (questions on employee performance) sections, mean substitution was done as this value doesn't change the results obtained.

Because the responses of employees' and HR managers vary while rating their organizational culture, then the response of the HR managers appears immediately after interpreting the employees' response. but the responses of employees and HR managers regarding employee performance measures is not that much different and because of this to avoid redundancy, all the case banks HR managers says are generalized and put together at the end.

1.1. Demographic Characteristics of the Respondents

This part includes analyses of demographic characteristics of the respondents that include age, qualification, gender and work experience.

Table 4.1: Qualification of Respondents

			Qualification				Total	
			First Degree	Second Degree	Other	Missed		
Bank	Abyssinia	Count	21	5	1	0	27	
		% within Bank	77.8%	18.5%	3.7%	0.0%	100.0%	
	Dashen	Count	22	4	1	0	27	
		% within Bank	81.5%	14.8%	3.7%	0.0%	100.0%	
	CBE	Count	18	11	1	0	30	
		% within Bank	60.0%	36.7%	3.3%	0.0%	100.0%	
	United	Count	17	9	2	0	28	
		% within Bank	60.7%	32.1%	7.1%	0.0%	100.0%	
	Nib	Count	26	5	0	0	31	
		% within Bank	83.9%	16.1%	0.0%	0.0%	100.0%	
	Wegagen	Count	24	5	0	0	29	
		% within Bank	82.8%	17.2%	0.0%	0.0%	100.0%	
	Awash	Count	15	8	2	1	26	
		% within Bank	57.7%	30.8%	7.7%	3.8%	100.0%	
	Total		Count	143	47	7	1	198
			% within Bank	72.2%	23.7%	3.5%	.5%	100.0%

Table 4.1 shows educational background of the respondents. Of the total 199 respondents, 119 have first degree which represents 72.05% of the total respondents. Of these 119 first degree respondents, NIB contributes 26 which is 83.9 % of its population, where as AIB added 15 which takes 57.7 % of its respondents. 47 of the respondents which are 23.74% of the total respondents have second degree. From these 47 respondents 11 are from CBE which takes 36.7% of its respondents where as Dashen bank has only 4 which means 14.8% of its population for the study. The rest 14 which is

3.42% of the total respondents have other qualification. From the above analysis it can be generalized that much of the respondents of the study have the capacity to understand the questionnaire they filled hence this increases the reliability of the findings.

Table 4. 2. Respondents' Gender

			Gender				Total
			Male	Female	Missed	Missed	
Bank	Abyssinia	Count	14	13	0	0	27
		% within Bank	51.9%	48.1%	0.0%	0.0%	100.0%
	Dashen	Count	19	7	1	0	27
		% within Bank	70.4%	25.9%	3.7%	0.0%	100.0%
	CBE	Count	21	9	0	0	30
		% within Bank	70.0%	30.0%	0.0%	0.0%	100.0%
	United	Count	19	9	0	0	28
		% within Bank	67.9%	32.1%	0.0%	0.0%	100.0%
	Nib	Count	21	10	0	0	31
		% within Bank	67.7%	32.3%	0.0%	0.0%	100.0%
	Wegagen	Count	19	11	0	0	30
		% within Bank	63.3%	36.7%	0.0%	0.0%	100.0%
	Awash	Count	13	12	0	1	26
		% within Bank	50.0%	46.2%	0.0%	3.8%	100.0%
Total	Count		126	71	1	1	199
	% within Bank		63.3%	35.7%	.5%	.5%	100.0%

The table shows gender distribution of the respondents. Male respondents contribute 126 which is 63.3% of the total population of the study. Of these 126 respondents, 21(70% of its respondents) are from CBE and the lowest number of male respondents are from AIB which are 13(50% of its population) where as female respondents are 71 that is 35.7% of the total population. From these 71 female respondents BOA contributes 13(48.1% of its population) and Dashen bank has the lowest number of female respondents contributing 7 (25.9% of its respondents). And there is one missed value. Abyssinia and Awash banks

have proportional gender distribution. Hence; it can be inferred that much of the respondents of this study are males.

Table 4.3: Respondents' Years' of Experience

			Years of Experience				Total
			> 5 Years	5 Year	4-3- Years	Less than 3 Year	
Bank	Abyssinia	Count	9	2	4	12	27
		% within Bank	33.3%	7.4%	14.8%	44.4%	100.0%
	Dashen	Count	8	13	5	1	27
		% within Bank	29.6%	48.1%	18.5%	3.7%	100.0%
	CBE	Count	5	7	6	12	30
		% within Bank	16.7%	23.3%	20.0%	40.0%	100.0%
	United	Count	5	10	3	10	28
		% within Bank	17.9%	35.7%	10.7%	35.7%	100.0%
	Nib	Count	14	6	3	8	31
		% within Bank	45.2%	19.4%	9.7%	25.8%	100.0%
	Wegagen	Count	3	10	2	14	29
		% within Bank	10.3%	34.5%	6.9%	48.3%	100.0%
	Awash	Count	7	8	6	5	26
		% within Bank	26.9%	30.8%	23.1%	19.2%	100.0%
Total		Count	51	56	29	62	198
		% within Bank	25.8%	28.3%	14.6%	31.3%	100.0%

The above table illustrates work experience of the respondents in this study. Of the total 199 respondents, 51(25.8%) have greater than five years of experience and from these 51, 14 are found in Nib International bank contributing 45.2% of the bank's respondents where as Wegagen Bank has only 3 employees which have the stated experience

donating 10.3% of its respondents. 56 of the total respondents of the study have 5 years of experience which accounts 28.3% of the total respondents of the study. 29 which is 14.6% of the respondents have 4-3 years of experience where as 62 which is 31.3% of the total respondents have an experience of less than 3 years and there is one missed value. From the above analysis, 107(52.1%) of the respondents have 5 and more years of experience. It can be generalized that half of the respondents have a better understanding of their organizational culture. Consequently, this increases the trustworthiness of the responses regarding their organizational culture.

Table 4.4. Age Group of the Respondents

		Age Group						
		Age Group				Total		
		Under 30	30-39	40 - 49	50 & above			
Bank	Abyssinia	Count	11	11	3	2	27	
		% within Bank	40.7%	40.7%	11.1%	7.4%	100.0%	
	Dashen	Count	13	13	1	0	27	
		% within Bank	48.1%	48.1%	3.7%	0.0%	100.0%	
	CBE	Count	9	13	7	1	30	
		% within Bank	30.0%	43.3%	23.3%	3.3%	100.0%	
	United	Count	13	12	3	0	28	
		% within Bank	46.4%	42.9%	10.7%	0.0%	100.0%	
	Nib	Count	14	15	2	0	31	
		% within Bank	45.2%	48.4%	6.5%	0.0%	100.0%	
	Wegagen	Count	15	11	4	0	30	
		% within Bank	50.0%	36.7%	13.3%	0.0%	100.0%	
	Awash	Count	13	9	2	2	26	
		% within Bank	50.0%	34.6%	7.7%	7.7%	100.0%	
	Total		Count	88	84	22	5	199
			% within Bank	44.2%	42.2%	11.1%	2.5%	100.0%

The table on the top presents age group of the respondents. 88(44.2%) are under 30, 84(42.2%) are between 30 and 39, 22(11.1%) are in the range of 40-49 and 5(2.5%) of

the respondents are in the age of 50 and above. From the 188 under 30 age group respondents, Wegagen Bank added 15 which is 50% where as CBE has only 9 respondents in this regard supplying 30% of its respondents. Generally it can be said that 172(86.4%) of the respondents are 39 and under which means most of the respondents are their working age and it can also be concluded that Wegagen and Awash have young population distribution in this study.

4.2. Data Analyses and Interpretations

The following analyses and interpretations are on data gathered concerning basic research questions.

Table 4.5: Mean values of the seven banks on the dimensions of organizational culture (Highest mean value=5 (Strongly Agree) and lowest mean value=1 (Strongly Disagree))

	Abyssinia	Dashen	CBE	United	Nib	Wegagen	Awash
Innovation and risk taking	3.7160	3.5555	3.6889	3.6667	3.4364	3.1242	4.2179
Attention to detail	3.9506	3.8518	4.1555	3.904	4.1828	3.4555	4.1795
Outcome orientation	3.3333	3.7531	3.8000	3.5238	3.6843	3.3697	3.8851
People orientation	3.5185	3.3210	3.5666	3.3333	2.5699	3.0333	3.7692
Team orientation	3.3827	4.1111	4.2000	3.5714	3.5693	3.6201	4.1795
Aggressiveness	3.4003	3.6080	3.8027	3.4635	3.3548	3.0075	3.8077
Stability	4.1603	4.0987	4.0333	3.0126	4.1182	3.5777	4.2436

The above table shows that except Wegagen Bank (3.5777), the remaining six banks have mean values higher than the expected mean (4) for stability. From the table above it can

be concluded that respondents of the study of the different banks perceived that stability and attention to detail are the most defining dimensions of organizational culture while employees of Nib Bank think that attention to detail is the most defining aspect of their bank.

For Abyssinia Bank-stability (4.16), Dashen Bank-team orientation (4.11), CBE-team-orientation (4.2), Awash Bank-stability (4.24), United Bank-stability (4.01), Nib Bank-attention to detail (4.18) and Wegagen Bank –team orientation (3.62) have received highest points than other dimensions of the organizational culture. Hence; it can be concluded that the case banks can be defined by the aforementioned dimensions of organizational culture.

Wegagen Bank employees have relatively lower rating of their bank in almost all dimensions of organizational culture. Nib Bank has the lowest mean value of all banks on people orientation (2.57) and Abyssinia Bank has the lowest mean value for team orientation (3.38).

From the above mean values, stability has got mean value of above ‘4’ for all banks but Wegagen Bank. CBE and Awash Banks have mean values of above ‘4’ in three dimensions of organizational culture. Nib Bank and Dashen Bank have mean values of above ‘4’ in two dimensions of organizational culture.

In order to examine whether the above mean values for each dimension are statistically lower or higher than the expected mean value, one sample dependent t-test was run for each bank.

Table 4.6: One sample dependent t-test for organizational culture dimensions for Abysinia Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	3.9506	-.14815	26	2.14303	-.359	.722
Outcome orientation	3.3333	-2.00000	26	2.41788	-4.298	.000

People orientation	3.5185	-1.44444	26	2.70801	-2.772	.010
Innovation and risk taking	3.7160	-.85185	26	2.90495	-1.524	.140
Team orientation	3.3827	-1.85185	26	3.20701	-3.000	.006
Aggressiveness	3.4034	-1.78963	26	3.23221	-2.877	.008
Stability	4.1603	.48111	26	1.94887	1.283	.211

The above table shows that the mean values for outcome orientation (3.33), people orientation (3.52), team orientation (3.38), and aggressiveness (3.40) are statistically lower than the expected mean value at alpha level of 0.05. This shows that respondents of Abyssinia think that these organizational culture dimensions are not to the expected level to characterize their bank. Abyssinia Bank respondents think that stability (4.16), attention to detail (3.95), and innovation and risk taking (3.71) describe the organizational culture of their bank. Thus, Abyssinia Bank's culture as perceived by the respondents can be characterized by stability, attention to detail, and innovation and risk taking while the remaining four dimensions were found to be lower than the expected mean value. The above result has a slight difference with the result of the interview in that the HR manager strongly emphasizes that their bank is characterized by stability, people orientation and outcome orientation and others at the same time.

Table 4.7: One sample dependent t-test for organizational culture dimensions for Dashen Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	3.8518	-.44444	26	2.15430	-1.072	.294
Outcome orientation	3.7530	-.74074	26	1.45688	-2.642	.014
People orientation	3.3210	-2.03704	26	2.63820	-4.012	.000

Innovation and risk taking	3.5556	-1.33333	26	2.40192	-2.884	.008
Team orientation	4.1111	.33333	26	1.88108	.921	.366
Aggressiveness	3.6080	-1.17593	26	2.46691	-2.477	.020
Stability	4.0987	.29630	26	1.10296	1.396	.175

The table above depicts that Dashen Bank respondents agreed that attention to detail (3.85), team orientation (4.11), outcome orientation (3.75) and stability (4.09) are manifestations of their organization as the mean values were not found to be statistically different from 4, which represents the value of agree. The mean values for aggressiveness (3.61), innovation and risk taking (3.56), and people orientation (3.32) were found to be significantly lower than the expected mean value (4). Hence, it appears that respondents of Dashen Bank do not think these dimensions adequately characterize their organization. Thus, according to Dashen Bank respondents, the bank can be characterized by team orientation, attention to detail, outcome orientation and stability whereas the remaining three dimensions were below the expected level. The interview with the HR manager also asserts that Dashen Bank is characterized above dimensions and people orientation also. As per the interview, they have employee participation programs.

Table 4.8: One sample dependent t-test for organizational culture dimensions for CBE (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	4.1556	.46667	26	1.33218	1.919	.065
Outcome orientation	3.8000	-.60000	26	2.23761	-1.469	.153
People orientation	3.5667	-1.30000	26	2.70568	-2.632	.013
Innovation and risk	3.6889	-.93333	26	2.86397	-1.785	.085

taking						
Team orientation	4.2000	.60000	26	1.65258	1.989	.056
Aggressiveness	3.8027	-.59167		2.55330	-1.269	.214
Stability	4.0333	.10000		1.88186	.291	.773

The table shows that the mean values for the six dimensions of organization culture are not statistically different from the expected mean value except for people orientation (3.56). This shows that CBE respondents rated their bank as having organizational culture to the expected level except people orientation whose mean value (3.56) was found to be significantly lower than the expected mean value (4). It is assumed that CBE then has a strong organizational culture as perceived by the respondents on the six dimensions. The HR manager of CBE is very proud to classify their bank as having strong organizational culture. As he said, the values in his bank exactly fit the used dimensions to measure organizational culture in this study. Though people-orientation has received lower value as perceived by employees' but the manager said that these values are equally treated by the bank.

Table 4.9: One sample dependent t-test for organizational culture dimensions for United Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	3.9047	-.28571	26	2.44733	-.618	.542
Outcome Orientation	3.5238	-1.42857	26	2.09812	-3.603	.001
People Orientation	3.3333	-2.00000	26	2.58199	-4.099	.000
Innovation and risk taking	3.6667	-1.00000	26	2.94392	-1.797	.083
Team Orientation	3.5714	-1.28571	26	3.02896	-2.246	.033
Aggressiveness	3.4635	-1.60929	26	2.52660	-3.370	.002
Stability	4.0126	.03786	26	2.02730	.099	.922

The table above shows that United Bank's mean values for attention to detail (3.90) and innovation and risk taking (3.67) are not significantly different from the expected mean value (4) and even stability (4.01) is slightly greater than the expected value. This shows that employees of the Bank rated these cultural dimensions as describing their bank. However, the mean values for Aggressiveness (3.46), team orientation (3.57), people orientation (3.33), and outcome orientation (3.52) were significantly lower than the expected mean value (4), showing that these dimensions do not characterize United Bank. Here also, the HR manager emphasizes that the bank is outcome and people oriented.

Table 4.10: One sample dependent t-test for organizational culture dimensions for Nib Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	4.1828	.54839	26	1.65002	1.850	.074
Outcome orientation	3.6843	-.94710	26	2.86707	-1.839	.076
People orientation	2.5699	-4.29032	26	2.05254	-11.638	.000
Innovation and risk taking	3.4364	-1.69065	26	2.89633	-3.250	.003
Team orientation	3.5699	-1.29032	26	2.46568	-2.914	.007
Aggressiveness	3.3548	-1.93548	26	2.27941	-4.728	.000
Stability	4.1182	.35484	26	2.00912	.983	.333

The above table demonstrates that the mean values for stability (4.12), attention to detail (4.18), and outcome orientation (3.68) are not statistically different from the expected mean value (4). Hence, Nib Bank respondents appear to believe that these dimensions characterize their bank, but the mean values for the other dimensions are significantly and statistically lower than the expected mean value (4). It is worth noting that people orientation (2.56) has the very low mean value and is significantly different from the expected t value. An interview with the HR manager of Nib Bank showed that the can be characterized by all the dimensions of organizational culture. But the manager accepts as true that there is lack of employee participation program and the management is trying to

have better participatory in the coming years.

Table 4.11: One sample dependent t-test for organizational culture dimensions for Wegagen Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	3.4556	-1.63333	26	2.64168	-4.843	.000
Outcome orientation	3.3697	-1.89067	26	2.24636	-5.812	.000
People orientation	3.0333	-2.90000	26	3.08246	-6.625	.000
Innovation and risk taking	3.1242	-2.62733	26	2.44855	-5.371	.000
Team orientation	3.6201	-1.13967	26	2.98303	-2.768	.010
Aggressiveness	3.0075	-2.97733	26	2.74479	-6.183	.000
Stability	3.5777	-1.26667	26	2.16440	-2.993	.006

Table in the above indicates that the mean values for the seven dimensions of culture are significantly and statistically lower than the expected mean value for Wegagen Bank. This appears to indicate that respondents of Wegagen Bank believe that these cultural dimensions do not characterize their bank. As the interview result shows the above finding exactly contradicts with the HR's response. But the student researcher also noted that none of the dimensions are values of Wegagen Bank.

Table 4.12: One sample dependent t-test for organizational culture dimensions for Awash Bank (Test value=4)

Organizational Culture Dimensions	Mean Values	Mean Difference	Df	Sd	T	Sig.
Attention to detail	4.1795	.53846	26	2.64168	1.039	.309
Outcome orientation	3.8718	-.38462	26	2.24636	-.873	.391
People orientation	3.7692	-.69231	26	3.08246	-1.145	.263
Innovation and risk taking	4.2179	.65385	26	2.44855	1.362	.185
Team orientation	3.8461	-.46154	26	2.98303	-.789	.438
Aggressiveness	3.8077	-.57692	26	2.74479	-1.072	.294
Stability	4.2436	.73077	26	2.16440	1.722	.097

The above table shows that the mean values for the seven dimensions of organizational culture are not statistically different from the expected mean value (4). This shows that Awash Bank respondents agree that their bank is well characterized by all the seven dimensions of organizational culture. This response agrees with the response of the HR manager.

Before presenting the results on employees' performance, it is necessary to summarize how the seven banks can be characterized along the 7 dimensions of organizational culture. The following table shows that.

Table 4. 13: Summary of the Seven Banks in Relation to the Seven Dimensions of Organizational Culture

Culture Category	Abysinia	Dashen	CBE	United	Nib	Wegagen	Awash
Above Expected (closer to 5)							
As Expected (equals to 4)	Stability, attention to detail, and innovation and risk taking (3)	Attention to detail, team orientation, , and stability (3)	Stability, attention to detail, innovation and risk taking, outcome orientation, team orientation, and Aggressiveness (6)	Stability, attention to detail, and innovation and risk taking (3)	Stability, attention to detail and outcome orientation (3)		Stability, attention to detail, team orientation, innovation and risk taking, people orientation, outcome orientation, and Aggressiveness (7)
Below Expected (below 4)	Outcome orientation, people orientation, team orientation and Aggressiveness	Aggressiveness, innovation and risk taking, outcome orientation and people	People orientation (1)	People orientation, outcome orientation, team orientation and Aggressiveness (4)	People orientation, team orientation, Aggressiveness, and innovation and risk taking (4)	Stability, attention to detail, outcome orientation, team orientation, , Aggressiveness,	

	(4)	orientation (4)				innovation and risk taking, and people orientation (7)	
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The table above illustrates that all the banks except Wegagen Bank have demonstrated two dimensions of culture: Stability and attention to detail. According to the results of the study, Awash Bank respondents agree that the bank has all the seven dimensions of organizational culture while the opposite is true for Wegagen Bank as the mean values for all the seven dimensions was found to be statistically lower the expected mean value. Only Awash Bank has a mean value that is statistically equal to (4) for people orientation dimension of culture. All the remaining six Banks' mean values for people orientation were found to be statistically lower than the expected mean value.

Based on the above results, to achieve the objectives of the study the banks are categorized as follows: CBE and Awash bank have strong cultures, Nib, Abyssinia, United and Dashen have average cultures, and Wegagen has weak culture in view of the ratings of the respondents of the banks on the seven dimensions.

Table 4.14: Mean values of the six on the Dimensions of Employee Performance among the seven banks (Highest mean value=5 (Very Often) and lowest mean value=1 (Not at all))

Dimensions	Abyssinia	Dashen	CBE	United	Nib	Wegagen	Awash
Quality	4.1639	4.2010	4.3222	4.4166	4.1213	4.0031	3.9744
Quantity	3.8395	4.07440	4.1111	4.2500	3.9355	3.9889	3.8333
Timeliness	4.0740	4.2592	4.0889	4.2500	3.9677	4.1444	4.1923
Cost effectiveness	3.9252	4.0987	4.1111	4.1428	3.8064	4.0347	4.2692

Need for supervision	4.0123	4.3210	4.1355	4.4167	4.0967	4.1000	4.2564
Interpersonal impact	4.1111	4.0987	4.1444	4.1576	4.0430	3.8555	3.9230

Table 4.19 explains that the seven banks have mean values of close to (4) and above (4) in all the six dimensions of employees' performance. This indicates that the employees of the case banks believe that they demonstrate these indicators of employee performance very often. Of the seven banks, Dashen Bank, CBE, and United Bank have mean values of (4) or above '4' in the six dimensions of employee performance. In the other four banks, there are mean values which are slightly lower than 4 for quantity (3.84) and cost effectiveness (3.93) for Bank of Abyssinia; quantity (3.94), timeliness (3.97), and cost effectiveness (3.81) for Nib Bank; quantity (3.99) and interpersonal impact (3.86) for Wegagen Bank, and quality (3.97), quantity (3.83), and interpersonal impact (3.92) for Awash Bank. However, these mean values are slightly lower than (4). This indicates that most employees have rated their performance positively.

To compare the above mean values with the expected t-test value, one sample dependent t-test was carried out for the six dimensions of employee performance for the 7 banks.

Table 4.15: One sample dependent t-test for six dimensions of employee performance for Abyssinia Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.1639	.49185	2.51569	1.016	26	.319
Quantity	3.8593	-.48148	2.53241	-.988	26	.332
Timeliness	4.0741	.22222	2.75029	.420	26	.678
Cost effectiveness	3.9252	-.22444	3.06708	-.380	26	.707

Need for supervision	4.0123	.03704	2.36125	.082	26	.936
Interpersonal impact	4.1111	.33333	2.36968	.731	26	.471

Table four-fifteen shows that the mean values for the six dimensions of organizational culture are not statistically different from the expected mean value (4). The mean value represents when respondents rate the dimensions as practicing and valuing them often. Hence, employees of Abyssinia Bank rate themselves as performing the dimensions usually.

Table 4.16: One sample dependent t-test for six dimensions of employee performance for Dashen Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.2010	.60296	1.87229	1.673	26	.106
Quantity	4.0740	.22222	2.08167	.555	26	.584
Timeliness	4.2592	.77778	1.84669	2.188	26	.038
Cost effectiveness	4.0988	.29630	2.31741	.664	26	.512
Need for supervision	4.3210	.96296	2.13904	2.339	26	.027
Interpersonal impact	4.0988	.29630	2.09054	.736	26	.468

The above table shows that the mean values for interpersonal impact (4.1), cost effectiveness (4.1), quantity (4.07) and quality (4.2) are not statistically different from the test value (4), indicating that the respondents think that they practice or value them much. The mean values for timeliness (4.26) and need for supervision (4.32) are statistically

different from the expected mean value (4), indicating that employees of Dashen Bank demonstrate these indicators higher than often.

Table 4.17: One sample dependent t-test for six dimensions of employee performance for CBE (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.3222	.96667	1.58622	3.338	29	.002
Quantity	4.1111	.33333	2.05667	.888	29	.382
Timeliness	4.0889	.26667	1.79911	.812	29	.423
Cost effectiveness	4.1111	.33333	2.30940	.791	29	.436
Need for supervision	4.1355	.40667	2.45707	.907	29	.372
Interpersonal impact	4.1444	.43333	2.26949	1.046	29	.304

The table above illustrates that CBE employees rate themselves that they practice the five dimensions often as the mean values of the five dimensions, except quality, are not statistically different from the expected mean value (4). The employees' rate themselves very highly on quality as the mean value (4.32) is significantly different from the expected mean value.

Table 4.18: One sample dependent t-test for six dimensions of employee performance for United Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.4167	1.2500	1.77691	3.722	27	.001
Quantity	4.2500	.75000	2.25462	1.760	27	.090
Timeliness	4.2500	.75000	2.15381	1.843	27	.076
Cost	4.1428	.42857	1.97068	1.151	27	.260

effectiveness						
Need for supervision	4.4167	1.25000	1.43049	4.624	27	.000
Interpersonal impact	4.1576	.47286	2.36117	1.060	27	.299

Table 4.18 shows that the mean values for quality (4.42) and need for supervision (4.42) are statistically higher than the expected mean value (4). This shows that employees of United Bank believe that they demonstrate these dimensions more than often. The mean values for the other four dimensions are not statistically different from the expected mean value (4). This indicates that respondents of the bank demonstrate these indicators often in their day to day activities.

Table 4.19: One sample dependent t-test for six dimensions of employee performance for Nib Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.1213	.36387	2.21340	.915	30	.367
Quantity	3.9355	-.19355	1.81511	-.594	30	.557
Timeliness	3.9677	-.09677	2.25617	-.239	30	.813
Cost effectiveness	3.8065	-.58065	2.26236	-1.429	30	.163
Need for supervision	4.0967	.29032	1.65718	.975	30	.337

Interpersonal impact	4.0430	.12903	1.91036	.376	30	.710
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The table four-nineteen also shows that Nib Bank employees perform the six dimensions of organizational culture often as the mean values of the six dimensions was not statistically different from the expected mean value (4).

Table 4.20: One sample dependent t-test for six dimensions of employee performance for Wegagen Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	4.0031	.00933	1.75377	.029	29	.977
Quantity	3.9889	-.03333	2.32651	-.078	29	.938
Timeliness	4.1444	.43333	1.75545	1.352	29	.187
Cost effectiveness	4.0347	.10433	1.96671	.291	29	.773
Need for supervision	4.1000	.30000	1.72507	.953	29	.349
Interpersonal impact	3.8556	-.43333	2.28463	-1.039	29	.307

The table above confirms that although Wegagen Bank has received less than agree rating in all the organizational dimension, employees perform the six dimensions often as the mean values for the six dimensions is not statistically different from the expected mean value (4).

Table 4.21: One sample dependent t-test for six dimensions of employee performance for Awash Bank (Test value=4)

Employee Performance	Mean Values	Mean Difference	Sd	T	Df	Sig.
Quality	3.9743	-.07692	3.48624	-.113	25	.911
Quantity	3.8333	-.50000	3.55809	-.717	25	.480
Timeliness	4.1923	.57692	2.24808	1.309	25	.203
Cost effectiveness	4.2692	.80769	1.62528	2.534	25	.018
Need for supervision	4.2564	.76923	2.30318	1.703	25	.101
Interpersonal-impact	3.9231	-.23077	3.02401	-.389	25	.700

The above table proves that except cost effectiveness the mean values for the other five dimensions of organizational culture are not statistically different from the expected mean value (4). This indicates that the employees of the Bank believe that they practice these dimensions often. The respondents' mean value for cost effectiveness (4.27) is statistically different from the expected mean value, indicating that they demonstrate this behavior more than often and close to very often.

In order to compare whether there is a statistically significant difference in employee performance of banks as a function of differences in organizational culture, the seven (7) banks were categorized as strong, average and weak culture based on the mean values obtained in organizational culture. CBE and Awash were categorized as having strong culture, Nib, Dashen, United and Abyssinia were categorized as having average culture and Wegagen was categorized as having weak culture.

Hence; One Way Analysis of Variance was used to examine whether there is a difference in the dimensions of employees performance among these banks. The analysis of variance revealed that there was no statistically significant difference in any of the employee performance dimension as the alpha level for all the dimensions was higher 0.05.

Table 4.22: One Way Analysis of Variance in the dimensions of Employees Performance of the three grouped Banks

ANOVA						
		Sum of Squares	Df	Mean Square	F	Sig.
Quality	Between Groups	.970	2	.485	.096	.909
	Within Groups	991.908	196	5.061		
	Total	992.878	198			
Quantity	Between Groups	3.976	2	1.988	.341	.711
	Within Groups	1141.944	196	5.826		
	Total	1145.920	198			
Timeliness	Between Groups	9.374	2	4.687	1.043	.354
	Within Groups	880.656	196	4.493		
	Total	890.030	198			
Cost effectiveness	Between Groups	20.000	2	10.000	1.978	.141
	Within Groups	990.895	196	5.056		
	Total	1010.895	198			
Need for supervision	Between Groups	3.676	2	1.838	.438	.646
	Within Groups	823.104	196	4.200		
	Total	826.779	198			
Interpersonal impact	Between Groups	.500	2	.250	.046	.955
	Within Groups	1069.281	196	5.456		
	Total	1069.781	198			

Table 4. 23: Posthoc Comparisons

LSD(Least Significant t Test)			
Dependent Variable	Mean	Std.	Sig.

			Difference (I-J)	Error	
Quality	Strong culture	Average culture	-.18901	.36587	.606
		Weak culture	.47281	.50653	.352
	Average culture	Strong culture	.18901	.36587	.606
		Weak culture	.66182	.45981	.152
	Weak culture	Strong culture	-.47281	.50653	.352
		Average culture	-.66182	.45981	.152
Quantity	Strong culture	Average culture	-.12437	.39503	.753
		Weak culture	-.02024	.54691	.971
	Average culture	Strong culture	.12437	.39503	.753
		Weak culture	.10413	.49646	.834
	Weak culture	Strong culture	.02024	.54691	.971
		Average culture	-.10413	.49646	.834
Timeliness	Strong culture	Average culture	.01248	.34824	.971
		Weak culture	-.02262	.48213	.963
	Average culture	Strong culture	-.01248	.34824	.971
		Weak culture	-.03510	.43766	.936
	Weak culture	Strong culture	.02262	.48213	.963
		Average culture	.03510	.43766	.936
Cost-effectiveness	Strong culture	Average culture	.58950	.36873	.111
		Weak culture	.44924	.51049	.380
	Average culture	Strong culture	-.58950	.36873	.111
		Weak culture	-.14026	.46341	.762
	Weak culture	Strong culture	-.44924	.51049	.380
		Average culture	.14026	.46341	.762
Need for	Strong	Average culture	-.05332	.33512	.874

supervision	culture	Weak culture	.27500	.46397	.554
		Strong culture	.05332	.33512	.874
	Average culture	Weak culture	.32832	.42117	.437
		Strong culture	-.27500	.46397	.554
	Weak culture	Average culture	-.32832	.42117	.437
		Strong culture	-.17801	.37949	.640
Interpersonal impact	Strong culture	Weak culture	.55833	.52539	.289
		Average culture	.17801	.37949	.640
	Average culture	Weak culture	.73634	.47693	.124
		Strong culture	-.55833	.52539	.289
	Weak culture	Average culture	-.73634	.47693	.124
		Strong culture	-.17801	.37949	.640

The posthoc comparison of the mean values of the three categorized banks along the employee performance dimensions does not have any significant variations. This shows that unless other measures are considered the used dimensions for organizational culture do not explain any of the possible variations in employees' performance in the case banks. .

Responses from the HR managers are somewhat different from the findings indicated in the surveys. The employees of the banks appear to have rated their performance positively whereas the HR managers seem to think that the performance of the employees needs improvement. This difference appears may be employees' are asked to rate themselves and hence give higher value for all measures of employee performance. Whenever people are asked to rate themselves they will rate either at high or lower rate (Stangor, 2011).

Regarding performance measures, almost all the case are dependent on performance appraisal systems. There is a form which is filled by the immediate supervisor. But CBE is different in this regard. It has launched a new Performance Management System (PMS); here the supervisor controls online all the employees under his/her supervision.

This PMS uses quality, quantity, timeliness, cost-effectiveness as primary measures of employee performance.

Almost all the case banks teach their values by using similar activities like stories-reactions to mistakes, rituals-expressing the banks most important values, material symbols-showing equal treatment and language-especially in the case of CBE “The Bank you can always rely on” is well accepted by its employees as the HR manager said.

All the HR managers share that the management pays attention to induce the culture of their bank into employees and they agreed that culture influences employees’ performance in that unless employees are aware of the values of their organization it is difficult to say that employees know the way to reach their destination.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This section provides summary of the main findings to get a whole picture of the study, conclusions which are drawn out from the findings, and recommendations based on the results of the study to suggest possible solutions for the problems identified.

5.1. Summary of Major Findings

The purpose of this study was to assess the organizational culture and employee performance of 7 commercial banks in Ethiopia. The gathered data were analyzed using mean values, one sample dependent t-test and one way ANOVA. The results indicated that:

- ✓ All the case Banks, except Wegagen, can be characterized by stability and detail to attention dimensions of organizational culture. The mean values to these dimensions for the six case banks were statistically equal to the expected mean value (4). This indicates the respondents believe that there is stability and pay attention to the details of the banks.
- ✓ All the case banks except Awash Bank have no people orientation dimension as expected. The mean values for the people orientation dimension of organizational culture was significantly lower than the expected mean value for the six case banks.
- ✓ Awash Bank and CBE have very ‘strong culture’ as perceived by employees of the banks. Awash Bank has mean value scores in all dimensions of organizational culture which is statistically not different from the expected mean value, indicating that the employees of the Bank feel that the bank demonstrates the cultural dimensions to the expected level. CBE demonstrated also strong culture in all dimension but one: people orientation.
- ✓ Wegagen Bank’s employees rating of their organization culture showed that the mean values in all the seven dimensions are not to the expected level as the mean values were statistically lower than the expected mean value. This may be due to different reasons. The employees may be more critical of the culture of the bank or the employees may have high expectation or the bank may not demonstrate these dimensions to the level that is satisfying to the employees.

- ✓ All the seven case bank employees rated their performance on organizational performance dimensions that they practice the behaviors and values 'often'. The one sample dependent t-test for the six dimensions in all the seven banks revealed the mean values are either statistically higher or equal to the expected mean value (4). This indicates that employees perceive that they are performing well in the banks.
- ✓ Some of the case banks' employees appear to believe their banks excel in some of the employees dimensions. Dashen Bank's employees mean values on timeliness and need for supervision are statistically higher the expected mean value (4, that represent often); CBE's employees mean value on quality dimension of employee performance is higher than the expected mean value. United Bank's employees mean values on quality and need for supervision are higher than the expected mean value. Awash Bank's mean value on cost effectiveness is higher than the expected mean value.
- ✓ Although case banks employees rating showed that the case banks vary considerably in the dimensions of organizational culture, One Way ANOVA among three categories of banks on organizational revealed that there is NO statistical significant difference on employees' performance.

5.2. Conclusions

Based on the research findings, the following conclusions were drawn:

- ✓ All case banks can be characterized by the dimensions stability and attention to detail. The banks have a culture of stability means that these banks concentrate their effort and perform their activities to maintain things as they are so that they can realize continued growth. At the same time having a culture of attention to details indicates that the banks have concerns to elements of tasks and stress accuracy while tasks are being performed.
- ✓ Awash and CBE banks appear to have very strong cultures whereas the remaining banks except Wegagen appear to demonstrate average culture on dimensions as rated by the respondents. This means at Awash and CBE their strong culture serves them as a control system, social glue and sense-of-making. As a result these banks can attract high level talent and keep this talent to create energy and momentum which can help their employees' to be more efficient and successful. While the weak culture of Wegagen Bank allows increased turnover of employees' and varied understanding of values and missions between employees' of the bank.

- ✓ Employees of all the case banks appear to rate their performance positively as measured by the six dimensions. Employees are saying that they are performing as they are expected whatever their organizational culture is.
- ✓ Difference in organizational culture of case banks does not create difference in employees' performance. Though the case banks are grouped as having strong, average and weak culture but they do have similar employee performance as measured by employees.
- ✓ There is some difference between employees rating of their performance and the characterization of employee performance by HR managers.

5.3. Recommendations

The banking industry a competitive industry so, as organizational culture is a competitive edge and employees are the backbone of the organization so the case banks are needed to improve their organizational set up with regard to the study findings.

Based on the findings and conclusions of the study, the researcher recommends and suggests the following:

- ✓ Some of the cases banks need to examine how the employees' perceive their banks in organizational culture and work towards developing those organizational culture dimensions in which they were found to have lower ratings.
- ✓ Six case banks do not have people orientation culture to the expected level as revealed by the banks' employees. It is useful if these banks train and cultivate people orientation cultural dimensions so that they will be competitive in the market.
- ✓ The results indicated that banking sector employees are characterized by stability and detail dimensions. While these cultural dimensions may have benefits, it is necessary to check whether they may slow down creativity and aggressiveness in the banking sector.
- ✓ Employees' performance rating varies between themselves and the HR managers. Future research may have to use different indicators to assess employees performance rather than depending on reported performance assessment.

- ✓ Future studies need to examine culture from qualitative evidence on dimensions so that we can better understand how it relates to performance.

5.4. Direction for Future Researchers

This paper seeks to assess organizational culture and employees' performance of some selected commercial banks. However; future researchers could also investigate those concerns of this study in more dimensions and the effect of organizational culture on employees' performance.

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APPENDICES

ST. MARY'S UNIVERSITY

School of Postgraduate

Research Questionnaire

Dear Respondent,

I am in the process of completing my studies towards a Masters Degree in Business Administration (MBA), and this research study forms part of the requirements of the qualification.

My research undertaking is to assess and measure the effect of corporate culture on employees' performance and to measure levels of employee performance that is widespread in your organization.

I would much appreciate it, if you could kindly take a little of your time to complete the attached questionnaires.

Any information provided by you is for academic purposes only and all responses would be treated with the strictest of confidence.

I apologize for the length of the questionnaire; however the nature of the study does not allow me to shorten it in any way.

Your kind participation and timeous return of completed questionnaire is most valued and appreciated.

Yours in Appreciation,

Tigist Mekonnen

Part I. Demographic Variables of the Respondents

This section consists of four (4) questions. For each question in this section, draw a cross (x) in the box next to the answer you choose. Please answer all questions.

1. Please point to your age group.

- a. Under 30
- b. 30 – 39
- c. 40 – 49
- d. 50 and over

2. Please state your highest qualification obtained.

- a. First Degree
- c. Second Degree
- c. If other, please specify _____

3. Please confirm your gender

- a. Male
- b. Female

4. Please specify how long you have been working for this company.

- a. Grater than 5 years
- b. 5 years
- c. 3 years
- d. Less than 3 years

Part II. Organizational Culture Assessment Questions

1. Innovation and Risk taking		5	4	3	2	1
		Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
a.	My organization encourages employees to undertake creative activities and					
b.	My organization encourages appropriate action of employees' risk-taking behavior directed towards goal achievement.					
c.	My organization encourages innovation and flexibility in performing tasks.					
2. Attention to Detail						
a	My organization emphasizes accuracy and attention to the details of the task and the work to be carried out properly and correctly					
b	My organization pays attention to details of tasks.					
c	My organization forces employees to consider each element of the task to be performed.					
3. Outcome Orientation						
a	My organization is outcome oriented. A major concern in the organization is getting the job done and not the formal procedures.					
b	My organization is rule oriented. It emphasizes following formal procedures than that of the end results.					
c	My organization gives primary attention to the results compared to the techniques and processes used to achieve these results.					
4. People Orientation						
a	In my organization any decision taken by the management takes into account the effect on people who are in the organization.					
b	My organization emphasizes employees' participation in decision making to prepare them for future responsibilities.					
c	In my organization managers seek information or advice from					

	employees and respond to employee concerns.					
5. Team Orientation						
a	My organization encourages work teams, and support cooperation to get the job done.					
b	My organization is characterized by team work, consensus and participation.					
c	My organization encourages team work to share ideas and get along well between members of the organization.					
6. Aggressiveness						
a	I am have an aggressive and competitive behavior to run the organizational goals.					
b	I am violent to perform their task in the organization.					
c	I am aggressive in that even I take my neck out to run the organization and achieve goals.					
7. Stability						
a	My organization performs its activities to realize the status quo.					
b	My organization is committed to continued growth of the organization.					
c	My organization concentrates its effort on maintaining things as they are to maintain stability.					
Part III. Questions to Measure the Level of Employee Performance						
1. Quality		5	4	3	2	1
		Very Often	Often	Sometimes	Rarely	Not at all
a	I give greater attention in conducting tasks near to perfection to reach goal as expected by the organization.					
b	I am aware that quality is one necessary aspect of my organization's goal and I perform activities accordingly.					
c	I feel responsible for the perfection of my work.					
2. Quantity						
a	I give greater emphasis to the number of tasks completed in accordance with the target set by the organization.					

b	I am concerned for the amount of task completed to meet my organization's specification.					
c	I am accountable for the number of tasks accomplished in a day.					
3. Timeliness						
a	I carry out my duties and responsibilities effectively and efficiently in accordance with the specified time.					
b	I give greater attention to the time needed to complete on task.					
c	I complete my duties and responsibilities in a given time for a specific task.					
4. Cost-effectiveness						
a	I carry out my duties and responsibilities in accordance with the specified resources available for use.					
b	I perform my task in a cost-effective way.					
c	I complete my task efficiently in a way that maximizes resource usage.					
5. Need for supervision						
a	I carry out my work properly and correctly without the need for supervision of the supervisor in question.					
b	I am capable of performing my duties and responsibilities by myself.					
c	I know my role very well. So, in my organization managers 'manage' and I as an employee 'work'.					
6. Interpersonal Impact						
a	I keep and maintain myself, my organization's goodwill and cooperation of co-workers and subordinates.					
b	I compete with the organization's competition, not with others.					
c	I work together as a team with other employees in my organization, even across departments or divisions.					

Interview Questions

1. What the values in your organization?
2. How do you characterize your organizational culture
interms of the seven dimensions?
3. How do you teach employees' their organizational
culture?
4. How do you characterize the employees' performance at
your bank in light of the six dimensions?
5. Do you think that you organizational culture is the
reason for the stated employees' whether strong or weak?