St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION IN COMMERCIAL BANK OF ETHIOPIA

(THE CASE OF NORTH A.A. DISTRICT OFFICE)

BY: SEIFU NIGATU

ID: SGS/0182/2009A

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LIST OF ACRONYMS

A.A. = Addis Ababa

ANOVA = Analysis of Variance

CBE= Commercial Bank of Ethiopia

CVF = Competing Values Framework

OCAI = Organizational Culture Assessment Instrument

SGS = School of Graduate Studies

SPSS = Statistical Package for the Social Sciences

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Abstract

For a long time organizational culture has been considered important to organizations. However, research on organizational culture has been relatively narrow in scope and frequently failed to link organizational culture to job satisfaction. The objective of this study was to investigate the effect of four organizational culture variables namely, clan, adhocracy, market and hierarchy on job satisfaction in Commercial Bank of Ethiopia the case of north A.A. District. The study was based on an explanatory survey design. More or less the study had used both qualitative and quantitative approaches. A structured questionnaire was used to measure the level of organization culture and job satisfaction. A total of 83 employees participated in the study. Data were collected using questionnaires then after it was analyzed by using the version 20 of statistical package for the social sciences (SPSS) software. It was analyzed by employing descriptive and inferential statistics. While the research was expected to leverage on such descriptive statistical tools as frequency, mean, percentile and standard deviation, it also applied inferential statistics through anova, spearman rho correlations and linear regression model analysis The results show that the four variables measuring organizational culture were all positively related with job satisfaction. Moreover, adhocracy culture is the most contributing organizational culture variable in the prediction of job satisfaction. The other three organizational culture variables, in their descending order of standardized coefficients are clan, market and hierarchy. Furthermore, statistically significant of the two organizational culture variables: adhocracy and clan indicate that they have positive effect on job satisfaction. However, the rest two variables which are market and hierarchy cultures have negative effect on job satisfaction. The implications of the findings were discussed and recommendations made.

Keywords: *Organizational culture, clan, adhocracy, market, hierarchy, and job satisfaction*

CHAPTER ONE
INTRODUCTION

1.1 Background of the study

Dictionary definitions emphasize the applied meanings of culture: moral and aesthetic values; developing, training and transmitting knowledge (Jocano, 1990).

Culture is a central issue in the society which directs individuals' and over all society's behavior and living patterns. It has a stronger impact over decision making when it comes to personal livings, culture is now treated as a tool which is used to develop and shape their attitude and behaviors according to their culture. Much of what an individual is, and the way he behaves is largely due to his cultural upbringing. It is this upbringing that shapes his internal "self" and its outer manifestation, his personality. That is why culture is sometimes viewed as "the collective programming of the mind which distinguishes the members of one human group from another" (Hofstede, 2001, p. 9). As such, it includes as well knowledge, beliefs, arts, morals, laws, customs, and other capabilities acquired by man as a member of society. The acquisition of culture begins with birth and continues throughout life (Jocano, 1990).

Organizational culture is defined through what is recognized as value, common leadership styles, symbols, language, procedures and features which make an organization unique (Cameron & Quinn, 2006). It is a set of different value system which can help an organization to run itself and run a successful business Schhneider (1983). Organizational culture helps employees to understand the functioning of the organizations by sharing its norms, values and rules and regulation of organization (Deshpande and Webster, 1989). According to (Lok& Crawford, 2004) organizational culture has remarkable effect on employee's commitment and performance. If the employees of the organization have more understanding with the organizational culture they had more job Satisfaction (Chang and Lee, 2007).

As cited by Serbian researchers (Jelena and Milan 2013) organizational culture is in a certain sense a philosophy that determines organizational policy towards internal and external surroundings (Pascale and Athos, 1981).Organizational culture influences all aspects of business and life in a company. It is linked to numerous organizational results (House et al... 2004), and

one of them is job satisfaction. Connecting individual aims of employees to aims of the organization and reliance on responsibility of employees are the factors of organizational culture successfulness (Morgan, 1977). Organizational culture is also one of significant factors of employees' satisfaction (Moynihan and Pandey, 2007).

In the competing values framework, four types of organizational culture are introduced: 1) Adhocracy culture: it values entrepreneurship, creativity and innovation in discovers new markets and organizational growth. This culture emphasizes on flexibility, adaptability and external orientation. 2) Clan culture: it values employee's commitment, loyalty, and empowerment, opening up, ethics, collaboration and teamwork. This culture considers flexibility and internal orientation. 3) Market culture: it emphasizes on achieving goals, productivity, executing tasks, usefulness, determining goals and efficiency. This culture reflects external environment and emphasizes on stability and control. 4) Hierarchy culture: it emphasizes on orders, consistency, certainty, stability, control and formal structure. Regulations, determining responsibilities, centralized decision making, standardizing procedures and measurement are among values which are considered in this culture (Cameron & Quinn, 2006).

Job satisfaction is defined as the sum total of individual's stance towards various job-related factors including work itself, supervisors, colleagues, working conditions, compensation and reward and recognition (Schultz et. al., 2003).

Job satisfaction is a multi- dimensional construct with a variety of definitions and related concepts which have been studied since the beginning of the 20th century. Smith (1969) suggested that job satisfaction can be categorized on the basis of individual's needs.

Individuals are more satisfied when they feel that their abilities, values and experiences are adequately used in the organization (Buitendach and De Witte, 2005). Job satisfaction is employee's evaluation of his job responsibilities and the working environment and as the result of this satisfaction; employee develops some positive or negative attitude towards the organization's shared rules, beliefs and values which strongly influence their working conditions. This positive or negative response of job evaluation is worth discussing because it's important for organizational well-being and success. Organizational performance and employees' performance are two inter-related terms, to achieve organizational goals efficiently and

effectively. Organizations must pay attention to take measures to determine employees' job satisfaction levels, because higher job satisfaction level results in high employees' productivity level which ultimately leads to higher organizational performance (Gull & Azam, 2012).

Past researches have shown supporting evidence about the relationship between organizational culture and job satisfaction Hutcheson (1996) on the other hand referred to it is the difference between the outcomes which a person actually receives and those that he expects to receive. Job satisfaction is thus related to job characteristics and people was evaluated their satisfaction level according to what they perceive as being important and meaningful to them (Sempanesa et al, 2002).Research, however, has revealed that job satisfaction is a multidimensional phenomenon, influenced by several internal and external factors, like the individual's values, principles, personality and expectations and the job's nature, the opportunities provided etc. (Davies et al., 2006).

As cited by (Gull & Azam, 2012), the first researches on the relation between organizational culture and job satisfaction suggested that a productive working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction (Hellreigel and Slocum, 1974, Schneider and Synder, 1975). In addition, they cited that job satisfaction increases as employee's progress to higher job levels (Corbin, 1977).

Tesfatsion (2011) in his research aimed to investigate the relation between organizational culture pattern and academic staff job satisfaction at St. Mary's University College, Addis Ababa, Ethiopia. The results showed that hierarchy culture affected staff job satisfaction negatively. There was a positive and significant relation between market culture and all aspects of job satisfaction.

In spite of the presence of some significant body of organizational literature that have been accompanied to study on the connection between organizational culture and employees job satisfaction in several nations as well as foreign and domestic businesses (for example, Lund, 2003; Bashayreh, 2009; Choi, 2008; Tesfatsion, 2011), there is no sufficient writings that makes out how organizational culture affect job satisfaction within the perspective of either CBE or private banks in Ethiopia.

Thus the study was focus on analyzing how organizational culture can be a predictor of employees' job satisfaction, particularly the role of Adhocracy culture, Clan culture, Market culture and Hierarchy culture in CBE context.

1.2 Statement of the Problem

Every organization is assumed to have its own culture. However, organizational culture is hidden and difficult to identify. According to Schien (1989), culture does not reveal itself easily. It is clearly there, but to articulate it and to describe it requires great patience and effort. This implies that since job satisfaction is a key factor for one organization, and it is affected by different variables of organizational culture there should be done a proper, wise and cautious identification of those organizational cultures Schien (1989)

Besides, in CBE there are discrepancies between the existing organizational culture and the employees preferred organizational culture. Such discrepancies lead to high level of job dissatisfaction. (Vrouwenlaan and Zwolle, 2012)

Furthermore, former researches tried to tie organizational culture and employees work outcomes, Chapman & Al-Khawaldeh, (2002) as cited in Bashayreh (2009), have narrow result in scope and were frequently affected by methodological limitations. In order to resolve the mentioned restrictions, this study was contributed to the writings by struggling to block the gap between the clear need for an analytical study that examines recognizable organizational culture patterns and job satisfaction aspect by using appropriate linear regression model and statistical methods.

Moreover, in the studies reviewed, it was evident that there were knowledge gaps that were not addressed. The variables in those studies were markedly different from the variables in this study. And also some domestic researchers like (Ketema, 2014) & (Abera, 2012) haven't assessed correlation of organizational culture and job satisfaction. They are generally tried to see organizational culture in CBE.

Thus, the motive behind this study was to fill the above stated gaps and provide possible solutions and recommendations. The study was analyzed how organizational culture can be a predictor of employees' job satisfaction and also examined the role of the four organizational

culture dimensions (Adhocracy, Clan, Market and Hierarchy cultures) have on employee's job satisfaction in Commercial Bank of Ethiopia (CBE).

With this in mind the study targets at addressing the following basic research questions:

- ➢ To what extent those four organizational cultures (adhocracy, clan, market and hierarchy cultures) exist in CBE and which are the most dominant?
- ➢ How did those stated dimensions affect job satisfaction? Which means :-
    - ✓ How did adhocracy culture affect job satisfaction?
    - ✓ What are the influences of hierarchy culture on job satisfaction?
    - ✓ How job satisfaction can be affected by market? And,
    - ✓ How clan cultures influence job satisfaction?
- ➢ Which cultural dimensions contribute most to employee satisfaction?

1.3 Objectives of the Study

The general objective of this study was centered on examining how organizational culture could predict employees' job satisfaction in CBE, North Addis Ababa district office.

The specific objectives are:

- ➢ To assess the existence of the four organizational cultures (adhocracy, clan, market and hierarchy cultures) in CBE and examine which cultures exist dominantly
- ➢ To examine the effect adhocracy culture on job satisfaction
- ➢ To assess the how job satisfaction can be influenced by hierarchy culture.
- ➢ To examine the influence of market and clan cultures on job satisfaction
- ➢ To identify the cultural dimensions that contributes most to employee satisfaction at CBE

1.4 Definition of Terms

Competing Values Framework (CVF): - The CVF theoretical model was developed by Quinn and (Rohrbaugh, 1983) to highlight the key variables associated with organizational effectiveness. It was initially based on research to identify indicators of organizational effectiveness.

Culture: - it the shared norms, values, belief, assumptions, and patterns of behavior alive at any organization and also it is set of idea, belief and ways of behavior of particular organization or people. (Hofstede, 1980).

Organization: - It is defined as a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective (Mullins, 2007).

Job satisfaction: -"An attitudinal variable that reflects how people feel about their jobs overall as well as about various aspects of them" (Spector, 1997).

Organizational culture: - "A pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members of the organization as the correct way to perceive, think, and feel in relation to those problems" (Schein, 2004)

Organizational Culture Assessment Instrument (OCAI):- is an instrument based on the Competing Values Framework used to identify the organizational culture profile based on the core values, assumptions, interpretations, and approaches that characterize organizations (Cameron & Quinn, 1999, 2006).

Organizational Culture Types: - denotes that the four classifications which are developed by widespread study on effective organizations by Cameron and Quinn inside the Competing Values Framework: clan, adhocracy, hierarchy, and market.

1.5 Significance of the study

The study output could have benefits to different stakeholders like CBE managers, policy makers, employees, students and researchers.

Primarily, the outcomes of this study may help the managers of CBE to realize the role of organizational culture in increasing employees' job satisfaction then employee's performance, productivity.

In addition the bank might use the study findings as an input to amend its policy and procedure on organizational culture and other related human capital management strategies. The study may

also reveal the areas within the management that need to be improved to ensure that job satisfaction is sustained and the welfare of the employees maintained.

Lastly, the study may also be suitable to other investigators and students who may use it by replicating the study to identify how organizational culture could influence job satisfaction in other organizations. It is expected that the study outcomes may make modest contributions to knowledge.

1.6 Scope of the Study

The study was limited on identifying the influence of organizational culture on employee satisfaction among Commercial Bank of Ethiopia's north Addis Ababa district office employees due to data accessibility, time, cost and other technical reasons.

Moreover the study was concentrated on those four cultural dimensions of (Cameron & Quinn, 2006) which are adhocracy, clan, market and hierarchy cultures instead of other cultural dimensions like: power distance, uncertainty avoidance, gender, time span and individualism versus collectivism dimensions of (Hofsted 1980), leadership behavior, employee performance (Yiing, 2008), organizational commitment (Okpara, 2007), person-organization fit (Silverthorne, 2004), gender and age dimensions of Bellou, (2010). Because according to previous researches most of those dimensions don't necessarily affect job satisfaction and those dimension which have some influence on job satisfaction can be found in the sub cultures of the Cameron & Quinn four dimensions.

The employees who were involved in this study as sources of data were those employees who served the bank more than one year because these employees were assumed to have a better chance of understanding the Bank's culture

1.7 Limitation of the Study

The researcher encountered some limitations during the process of conducting the study. Some of the respondents who were in the management level were generally busy and this made it difficult to get the questionnaires filled in on time. However, the researcher made several visits and communicated through e-mail to contact them so as to get favorable responses.

Generalizing the findings to other organizations was a limitation in that since every commercial bank had its own unique set of cultural variables. The study was limited to the use of structured questionnaires as data collection tools. The questionnaires were closed ended and this denied the respondents a chance to express their opinions which may be outside the structure. Besides as many researchers especially conducted for the fulfillment of academic purpose lock of enough time and limitation of financial and other resources were evident in this study.

The researcher noted that the study was considering a representative of a very larger population. Since the study was conducted within a short period of time, it was impossible to include all CBE districts and branches throughout the country and other organs of the bank

1.8 Organization of the Study

The study is divided in to five chapters. The first chapter deals with introduction which encompasses background of the study, statement of the problem, research questions, objectives of the study, research hypotheses, scope of the study, limitation of the study, significance of the study, as well as organization of study.

The second chapter deals with the review of related literatures on organizational culture and job satisfaction. This part gives a highlight on the theoretical, empirical and conceptual framework of the topic under study.

The third chapter discussed research design and methodology which includes population and sampling size, data type and source, data collection instrument, data analysis technique and methods.

The fourth chapter is namely data presentation, analysis and interpretation, it is carefully diagnosed the data collected through questionnaire.

The fifth chapter is dedicated to summary of findings, conclusions and recommendations by the researcher based on the outcomes the overall study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Culture

The first anthropologist to introduce the term culture apparently is Edward B Taylor in 1871 (Brown, 1998). He described culture as consisting of knowledge, beliefs, art, morals, law, custom, and any other capabilities and habits acquired by a human as a member of a society. A huge amount of research followed this and the original conception of Taylor's culture has been refined by other anthropologists (Brown, 1998).

According to Vincent Michel Ribiere, (2001:434) the word "culture" was introduced into anthropology and made a technical them by Edward B. Tylor, the britoz pioneer in this science. In the opening words of primitive culture he describes culture as that complex whole which includes is knowledge, belief, art law, moral, costume, and any other capabilities and habits acquired by man as a member of society. The word "culture" to those who study man means the life way of a population isolated in a particular sense and in generals sense means the total of all the life ways of all people.

2.2 Organizational Culture

2.2.1 Definition of Organizational Culture

Since many different definitions have been suggested for organizational culture, many researchers agree that it refers to a system of values, beliefs and behavior shared among employees (Deshpande & Webster 1989; Ravasi & Schultz, 2006; Xiaoming & Junchen, 2012). The most popular and concise definition is most probably the one that has been formed by Schein (2004), who stated that: "Organizational culture is the pattern of basic assumptions that a group has invented, or discovered in learning to cope with its problems of external adaptation and internal integration, and that have worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" (p. 3). In the frame of this definition, culture is a dynamic process, resulting from the interaction among others and promoted by leadership behaviors.

Organizational culture is also defined through what is recognized as value, common leadership styles, symbols, language, procedures and features which make an organization unique (Cameron & Quinn, 2006).

Last decade witnessed the rise to prominence of organizational culture as an important concept in the business world. There are various definitions of the concept organizational culture, with Mohelska and Sokolova (2014), stating that the definition depends on the sector, the organization's historical events, and the employees' personalities and nature of interaction. It is variously defined as: a system of shared meaning held by members that distinguishes one organization from another (Robbins, 2001; Naicker, 2008); collective thinking, habits, attitudes, feelings and behavior patterns (Clemente, Greenspan, 1999); and a programmed way of perception derived from the beliefs and values (Sonja, Matjaz, & Monty, 2008).

2.2.2 Levels of Organizational Culture

According to (Kotter and Heskett, 1992:3), organizational culture has two levels which differ in term of their visibility and their resistance to change. These are deeper (less visible level), and more visible level deeper and less visible culture refers to value that are shared by people in group and that tend to prissiest overtime even when group memberships changes according them, at this level culture can be extremely difficult to change, in part because group membranes are often unaware of many of the values that bind them together. At the more visible level, culture represents the behavior pattern or style of an organization that automatically encouraged by their follow employees. According to authors, there for example, are those in their always wear "conservative clothe" culture, in this sense, is still though for change but not nearly as Difficult as at the level of basic value (kotter and Heskett, 1992)

2.2.3 Functions of Organizational Culture

According to Ott (1985), there is a general agreement across the literature about the four functions of organizational culture, and they can be viewed as the core of a functional definition of organizational culture:

1. It provides shared patterns of cognitive interpretations or perceptions, so organization members know how they are expected to act and think.

2. It provides shared patterns of affect, an emotional sense of involvement and commitment to organizational values and morale codes- of things worth working for and believing in- so organizational members know what they are expected to value and how they are expected to feel.

3. It defines and maintains boundaries, allowing identification of members and nonmembers.

4. It functions as an organizational control system, prescribing and prohibiting certain behavior.

The functional definition of organizational culture is quite straightforward. Organizational culture can be defined functionally or pragmatically as a social force that controls patterns of organizational behavior by shaping members' cognitions and perceptions of meanings and realities, providing affective energy for mobilization and identifying who belongs and who does not.

2.2.4   Types of Organizational Culture

In order to describe the format and function of institutions and organizations, Deal and Kennedy (1982) had suggested four types of organizational culture, referring to the organization's strategies and expectations from employees: 1) The Tough-Guy, Macho culture: employees who belong to this type of culture usually work under a lot of pressure and are considered to be eager to take risks in order to fulfill their personal ambitions and their organization's goals. 2) The Work Hard/Play Hard culture: in organizations with this type of culture, the behavior of employees revolves around the needs of customers and is characterized by high speed action in order to get quick results. 3) The Bet-Your-Company culture: this type of culture refers mainly to the character of the institution or company, which is likely to make carefully planned, yet risky, choices and investments. 4) The Process culture: the last type of organizational culture is based on precision, detail and technical perfection, low risk investments and low levels of anxiety among employees. (Deal and Kennedy (1982))

Another four types of organizational culture have been suggested by Xenikou and Furnham (1996), referring to the organization's goals and decision-making: 1) The Openness to change/ innovation culture: this type of culture is human-oriented and promotes affiliation, achievement, self-actualization, task support and task innovation. 2) The Task-oriented culture: organizations with this type of culture focus on detail and quality of products or services, while superiors are

characterized by high ambitions and chase success. 3) The Bureaucratic culture: this type of culture is rather conservative and employees are characterized by centralized decision making. 4) The Competition/Confrontation culture: organizations with this type of culture are highly competitive, goal-oriented, while superiors chase perfection and achievement. (Xenikou and Furnham (1996)

Another model of organizational culture types has been developed by Cameron and Quinn (2006). They suggested four types of culture which refer mainly to the relations among employees:

Cameron and Quinn came up with four quadrants, corresponding to the four organizational cultures that differ strongly:

- ➢ Internal focus and integration versus External focus and differentiation
- ➢ Stability and control versus Flexibility and discretion

To the left in the graph, the organization is internally focused (what is important for us, how do we want to work) and to the right, the organization is externally focused (what is important for the outside world, the clients, the market). At the top of the graph, the organization desires flexibility and discretion, while at the bottom, the organization wants the opposite values: stability and control.

Figure 1 Model of Organizational Culture

ORGANIC PROCESSES (flexibility, spontaneity)

TYPE: **Clan**

DOMINANT ATTRIBUTES:
Cohesiveness, participation,
teamwork, sense of family

LEADER STYLE: Mentor,
facilitator, parent-figure

BONDING: Loyalty, tradition,
interpersonal cohesion

STRATEGIC EMPHASES: Toward
developing human resources,
commitment, morale

TYPE: **Adhocracy**

DOMINANT ATTRIBUTES:
Entrepreneurship, creativity,
adaptability

LEADER STYLE: Entrepreneur,
innovator, risk taker

BONDING: Entrepreneurship,
flexibility, risk

STRATEGIC EMPHASES: Toward
innovation, growth, new
resources

INTERNAL MAINTENANCE
(smoothing activities, integration)

EXTERNAL POSITIONING
(competition, differentiation)

TYPE: **Hierarchy**

DOMINANT ATTRIBUTES: Order,
rules and regulations,
uniformity

LEADER STYLE: Coordinator,
administrator

BONDING: Rules, policies and
procedures

STRATEGIC EMPHASES: Toward
stability, predictability,
smooth operations

TYPE: **Market**

DOMINANT ATTRIBUTES:
Competitiveness, goal
achievement

LEADER STYLE: Decisive,
achievement-oriented

BONDING: Goal orientation,
production, competition

STRATEGIC EMPHASES: Toward
competitive advantage and
market superiority

MECHANISTIC PROCESSES (Control, order, stability)

Source: (Cameroon and Freeman (1991)

1. The Clan (collaborate) Culture

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

- ➢ Leader Type: facilitator, mentor, team builder.
- ➢ Value Drivers: commitment, communication, development.
- ➢ Theory for Effectiveness: human development and participation produce effectiveness.
- ➢ Quality Strategies: empowerment, team building, employee involvement, Human Resource development, open communication.

In short, clan culture values employee's commitment, loyalty, and empowerment, opening up, ethics, collaboration and teamwork. This culture considers flexibility and internal orientation. (Vrouwenlaan and Zwolle, 2012)

2. The Adhocracy (create) Culture

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

- ➢ Leader Type: innovator, entrepreneur, visionary.
- ➢ Value Drivers: innovative outputs, transformation, and agility.
- ➢ Theory for Effectiveness: innovativeness, vision and new resources produce effectiveness.

> ➢ Quality Strategies: surprise and delight, creating new standards, anticipating needs, continuous improvement, finding creative solutions.

Precisely adhocracy culture values entrepreneurship, creativity and innovation in discover new markets and organizational growth. This culture emphasizes on flexibility, adaptability and external orientation. (Vrouwenlaan and Zwolle, 2012)

3. The Market (compete) Culture

It is a result-oriented organization whose major concern is getting the job done. People are competitive and goal-oriented. The leaders are hard drivers, producers, and competitors. They are tough and demanding. The glue that holds the organization together is an emphasis on winning. Reputation and success are common concerns. The long-term focus is on competitive actions and achievement of measurable goals and targets. Success is defined in terms of market share and penetration. Competitive pricing and market leadership are important. The organizational style is hard-driving competitiveness.

> ➢ Leader Type: hard driver, competitor, producer
> ➢ Value Drivers: market share, goal achievement, profitability
> ➢ Theory for Effectiveness: aggressive competition and customer focus produce effectiveness.
> ➢ Quality Strategies: measuring customer preferences, improving productivity, creating external partnerships, enhancing competitiveness, involving customers and suppliers.

Generally it emphasizes on achieving goals, productivity, executing tasks, usefulness, determining goals and efficiency. This culture reflects external environment and emphasizes on stability and control. (Vrouwenlaan and Zwolle, 2012)

4. The Hierarchy (control) Culture

It is very formalized and structured place to work. Procedures govern what people do. The leaders pride themselves on being good coordinators and organizers who are efficiency minded. Maintaining a smooth-running organization is most critical. Formal rules and policies hold the organization together. The long-term concern is stability and performance with efficient, smooth

operations. Success is defined in terms of dependable delivery, smooth scheduling and low cost. The management of employees is concerned with secure employment and predictability.

- ➢ Leader Type: coordinator, monitor, organizer.
- ➢ Value Drivers: efficiency, punctuality, consistency and uniformity.
- ➢ Theory for Effectiveness: control and efficiency with appropriate processes produce effectiveness.
- ➢ Quality Strategies: error detection, measurement, process control, systematic problem
- ➢ solving, quality tools

Shortly, it emphasizes on orders, consistency, certainty, stability, control and formal structure. Regulations, determining Responsibilities, centralized decision making, standardizing procedures and measurement are among values which are considered in this culture. (Vrouwenlaan and Zwolle, 2012)

2.2.5 Benefits of Organizational Culture

According to (Sinickas, 2006) culture provides consistency for an organization and its people. Culture also determines at the power within the organization. In more traditional culture power rests with management in more nurturing culture power is more widespread, etc. Culture may also impact who can report to whom. Change has been implemented in the past decade, but too often deployment is a problem. Yet changing the culture has not often been an initiative itself, resulting in sense of complacency or discouragement. (Vogds, 2001: 9).

2.2.6 Measurement of Organizational Culture

There are four widely used quantitative assessment instruments for measuring organizational culture. The first one is by Kilmann (1984, 1988) (as cited in Mullins, 2007 p.64), who proposed a five-step model for managing and changing OC. He developed the Kilmann-Saxton Culture-Gap. The second one is by Avolio and Bass (1994), (as cited in Mullins, 2007), developed the Organizational Description Questionnaire (ODQ) which is a 28-item survey questionnaire. It explores elements of a culture related to assumptions, processes and expectations. The third is the popular Organizational Culture Index (OCI) by Wallach (1983(as cited in Yiing, 2007), which measures OC by using 24 items questionnaire. This instrument classified organizational

culture profiles as bureaucratic, innovative and supportive, and each of the three profiles is assigned 8 items in the OCI questionnaire. The last commonly used tool is organizational culture assessment instrument (OCAI).It is in the form of a questionnaire that requires individuals to respond to just six items i.e. Dominant characteristics, Organizational leadership, Management of employees, Organizational glue, Strategic emphasis and criteria of success. The OCAI is developed by Cameron &Quinn based on the CVF (Cameron & Quinn, 1999).

Figure 2 Competing Values Framework (CVF)

Source: (Quinn and Rohrbaugh, 1983).

2.2.7 The Competing Values Framework (CVF)

Competing values framework (Quinn and Rohrbaugh 1983) is only one theory that tries to explain organizational effectiveness (see more Cameron 1986 and Cameron 2005). Cameron and Quinn (2006) see organizational culture something that organization has (cf. Smircich 1983). The framework emphasizes multiple perspectives and types of measures to evaluate the effectiveness of the organization. Hence, there is no universal model of effective organization. This basis is also supported by contingency theory (e.g. Lawrence and Lorsch 1967).The framework consists of four cultural value types: clan/collaborate, adhocracy/create, market/compete, and hierarchy/control. Each cultural value is characterized by particular set of organizational characteristics: bonding, style of leadership, dominant attributes and strategic emphases. This framework makes assumption that organizations can be characterized according to cultural traits or dimensions common to all human organizations (Colyer, 2000).

2.2.8 The Organizational Culture Assessment Instrument (OCAI)

The 'Organizational Culture Assessment Instrument' (OCAI) developed by Kim Cameron and Robert Quinn is a validated research method to examine organizational culture. Much research went into the development of the OCAI. The American professor Robert Quinn and his colleague Kim Cameron developed the model of the Competing Values Framework. This framework consists of four Competing Values that correspond with four types of organizational culture. Every organization has its own mix of these four types of organizational culture. This mix is found by the completion of a short questionnaire. This questionnaire is a valid method to indicate handles for change. The OCAI is currently used by 10,000 companies worldwide. (Vrouwenlaan and Zwolle, 2012)

2.3 Job Satisfaction

2.3.1 Meaning of Job Satisfaction

To understand the meaning of job satisfaction, it seems reasonable to look at how it is defined in the literature. Even though many researchers define job satisfaction, the search for a universal definition of job satisfaction is an impossible one and the definitions vary. Nevertheless, different authors had defined job satisfaction from different angles. for example , according to

Green (2000), Job satisfaction refers to those positive emotions that arise when the individual experiences positive emotions as a result of the individual's job meets or exceeds his/her expectation. Job satisfaction thus, has to do with an individual's perception and evaluation of his job, and this perception is influenced by the person's unique circumstances like needs, values and expectations. People were therefore evaluating their jobs on the basis of factors, which they regard as being important to them. Green (2000)

Job satisfaction is related to general attitude of individuals to their job. Affective dimension of job satisfaction is defined as satisfying or positive emotional state which results from estimation of a job or work experience (Locke,). Although job satisfaction is more an attitude than behavior many managers expect results because satisfied workers were come to work more regularly and stay in the company longer (Robins and Coulter, 2005). Employees' job satisfaction influences their mental health, longevity, emotional life as a whole (Locke, 1976; Sempane et al., 2002). Job dissatisfaction can significantly influence behavior of employees which results in absence from work, complaints and termination of employment. It can be concluded that job satisfaction in certain extent represents an indicator of employees' perception about organizational culture of their company (Sempane et al., 2002). Job satisfaction is no doubt most researched variable in Industrial and Organizational Psychology (Spector, 1997).

2.3.2 Importance of Job Satisfaction

In a review of past literature, Green (2000) justified the significance of job satisfaction by presenting three reasons .These are firstly, if organizations wants to satisfy the interest of their employees as their own: they can be shaped by humanitarian values since they were attempt to treat their employees with honor and respect by abiding humanitarian values. Secondly, organizations can take on a practical position in which employees' behavior would be expected to influence organizational operations according to the employees' degree of job satisfaction/dissatisfaction. Thirdly, job satisfaction can be a sign of organizational operations which is helpful in pinning down areas that need improvement by identifying various levels of satisfaction among organizational departments through assessment of job satisfaction.

2.3.3   Theories of Job Satisfaction

Green (2000), had categorized the theories of job satisfaction in his review of literature into three categories, namely content theories, process theories as well as situational models of job satisfaction.

2.3.3.1   *Content Theories*

The content theories seek to investigate the factors that control and organize human behavior. These theories focus on the needs and values that motivate individuals and enhance their satisfaction and performance. Schermerhorn (2011) suggests that the content theories "focus primarily on individual needs – physiological or psychological deficiencies that we feel a compulsion to reduce or eliminate. The content theories try to explain work behaviors based on path-ways to need satisfaction and on blocked needs". Consequently, they are often regarded as static theories because "they look at only one point in time and do not predict behavior" (Hosoi, 2005).

Scholars in organizational behavior have proposed many content theories. Although there are a number of content theories in this area, this section was mainly concentrate on three of the most know in this area of job satisfaction. These theories are Maslow's Need Hierarchy, Alderfer's ERG Theory, and Herzberg's Two Factor Theory.

2.3.3.2   *Process Theories*

The content theories described above have been widely criticized for being static a descriptive, and being lacking for empirical support (Bowen, Cattell, Distiller, & Edwards, 2008). Thompson and McHugh (2002) add to the shortcomings of these theories that they do not explain the direction of the motivation process and how it is shaped. On the other hand, the process theories are concerned with answering these questions. They focus on how individual behavior is energized, directed, maintained, and stopped (Ivancevich, 2010). This section examines two of the most prominent and widely known process theories: expectancy theory and equity theory.

2.3.3.3   *Situational Occurrences Theory*

According to Green's (2000) theoretical framework, the situational occurrences theory of job satisfaction was proposed by Quarstein, McAfee, and Glassman. The two main components of the theory are situational characteristics and situational occurrences. Examples of situational

characteristics are pay, promotional opportunities, working conditions, company policies, and supervision. Individuals tend to evaluate situational characteristics before they accept a job.

Situational occurrences tend to be evaluated after accepting a job. Situational occurrences can be positive or negative. Positive occurrences include, for example, giving employees some time off because of exceptional work or placing a microwave in the work place. Negative occurrences include, for example, confusing email messages, rude remarks from coworkers, and copiers which seem to break down a great deal. This theory hypothesized that overall job satisfaction is a function of a combination of situational characteristics and situational occurrences.

2.3.4 Dimensions of Job Satisfaction

According to Locke (1975) and Spector (1997), job satisfaction involves the following dimensions.

- ❖ Work, which is inclusive of intrinsic interests, variety, opportunity for learning and chances for success
- ❖ Pay, including amount, fairness and equity
- ❖ Promotion, inclosing opportunities
- ❖ Recognition- including raises for accomplishment and credit for work done.
- ❖ Benefits, which include pension, medical annual level and vacation, leave.
- ❖ Working conditions, such as equipment, ventilation and location
- ❖ Supervision, includes supervisory style and influence and human relations
- ❖ Coworkers, including competence, helpfulness and friendliness
- ❖ Company and management which includes concerns for the employee

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

- ❖ Mentally challenging work involving a fair amount of variety freedom, utilizing workers' skills and abilities and receiving feedback on their work - Equitable rewards, such as pay and promotion policies and practices that workers perceive as fair, based on the demands of a job. Many people are prepared to work for less money if their work has other rewards.

❖ Working conditions that are conducive to doing the job well, including safety and comfort, a clean environment and adequate equipment.

❖ Working with coworkers and bosses who are friendly and supportive. Supervisors who facilitate job satisfaction show an interest in workers, offer praise for good performance and listen to workers' opinions.

According to O'Malley (2000), a satisfying job has three properties: It has intrinsically enjoyable features, it provides an opportunity for growth and development and it makes employees feel effective in the execution of their duties. The following section presents the relationship between organizational culture and employees' job satisfaction.

2.3.5 Measurement of Job Satisfaction

Measurement of job satisfaction is a relatively difficult task because it's a nonfigurative personal cognition that exists in a person's mind. If one wants to measure the erect, he must have clear understanding of the construct, and must decide the indirect factors to be measured along with the direct factors. According to the literature available, there is no single agreed upon definition of job satisfaction, hence there is no single way to measure job satisfaction (Wanous& Lawler, 1972). The basic way of measuring job satisfaction could be an interview, or work place surveillance, but most of the researchers prefer more purposive and in-depth utensil (Spector, 1997).Many instruments are available to measure Job satisfaction nowadays. Unlike productivity, absenteeism, and turnover, job satisfaction is present only inside an individual's mind and cannot be measured directly (Shing, 2008).However there are methods for indirectly measuring job satisfaction like observing employees, interviewing them, and asking them to complete a questionnaire. He further explains that Job satisfaction can be measured using either single-item, general, or facet measures which include The Job Satisfaction Survey (JSS) (Spector, 1997), The Job Descriptive Index (JDI) (Smith, Kendall, &Hulin, 1969), The Minnesota Satisfaction Questionnaire (MSQ) (Weiss, Dawis, England, &Lofquist, 1967). Green (2000)

2.4 Job Satisfaction, Organizational Culture and Their Relationships

Working environment promotes the construction of a specific organizational culture and the experience of employees' job satisfaction (Hellreigel & Slocum, 1974; Schneider & Synder, 1975). Furthermore, they implied that job satisfaction increases as employee's progress to higher job levels (Corbin, 1977). Schneider and Reichers (1983) found a correlation between organizational climate and job satisfaction for employees in certain job positions, as well as a relation between satisfaction and turnover. As they explain, organizational culture is a combination of value system and assumptions which lead an organization to run its business. McCormick and Ilgen (1987) suggested that the measurement of individual dimensions of job satisfaction enables researchers to identify the environmental factors (climate variables) related to certain dimensions of job satisfaction. Robbins (1993) and Hutcheson (1996) suggested that, since the dimensions of job satisfaction are components of an organization, job satisfaction is an evaluation of organizational culture. The latter described job satisfaction as the difference between the outcomes that an employee expects to receive and those that they actually receive. Hence, job satisfaction is related to job characteristics and evaluated according to what employees perceive as being important and meaningful to them. Therefore, it could be said that the evaluation of the different aspects of the job by employees is subjective, and people was reflect different levels of satisfaction around the same factors. (Dimitrios Belias, 2014)

2.5 Empirical Literature

Based on the previous studies, organizational culture included several facets, such as knowledge sharing, organizational learning capacity, workplace learning, innovation, empowerment, team work, and so forth. In general, work and organizational conditions are mainly influenced by the situational approach of job satisfaction (Chiva & Alegre, 2008).

An enormous amount of researches have been accompanied on the relationship between job satisfaction and other organizational variables; like organizational climate, organizational commitment, organizational performance and structure. Organizational culture has been studied in relation to major organizational ideas and activities like creativity and innovation (Martins & Terblanche, 2003); productivity and quality (Mathew, 2007) and knowledge transfer (Lucas, 2006).

There are a number studies on job satisfaction related to individual characteristics of organizational culture. Mikkelsen, Ogaard, and Lovrich (2000) identified a positive connection between organizational culture and job satisfaction. Keller et al. (1996) reported that work climate has a significant impact on job satisfaction and team productivity, especially participation, cooperation, and work importance. Rowden and Ahmad (2000) and Tsai, Yen, Huang, and Huang (2007) concluded that workplace learning promoted a high level of job satisfaction among employees. Eylon and Bamberger (2000) concluded that empowerment has a positive relationship on job satisfaction. Griffin, Patterson, and West (2001) confirmed that the extent of teamwork is related to perceptions of job autonomy, which, in turn, impacts job satisfaction. Kim (2002) suggested that participative management that incorporates effective supervisory communication can improve job satisfaction. Lund (2003) indicated that organizational culture with innovation, entrepreneurship, and flexibility obtains a high level of employee job satisfaction. Chiva and Alegre (2008) stated that organizational learning capacity through a stimulating work context has effects in developing employees' competencies and job satisfaction.

In addition to this there has been a lack of unanimity amongst researchers regarding the influence of cultural dimensions on job satisfaction. Huang and Wu (2000) found job satisfaction of the employees to be positively influenced by control & management, result orientation and professionalism. Platonova et al. (2006) revealed that the organizations where employees feel their performance is recognized have high job satisfaction. However, McKinnon et al. (2003) found stability, respect for people and aggressiveness to have a positive effect on job satisfaction of the employees. Odom et al. (1990), in their study of organizational culture, job satisfaction and organizational commitment revealed that the individual's job satisfaction and organizational commitment is negatively affected by bureaucratic culture. Silverthorne (2004) concluded in his study that job satisfaction of the employees is impacted by the supportive organizational culture, innovative organizational culture and bureaucratic organizational culture, in descending order.

As we can see from the empirical research, the promotion of organizational culture can enhance job satisfaction. This result is also confirmed by Egan et al. (2004), Lim (2003), Wang (2005), and Xie (2005)

Regarding to the variables which are used in this researches there are some studies previous studies conducted. Lund (2003), had found that job satisfaction was positively related to clan and adhocracy cultures and negatively related to market and hierarchy cultures. In addition, Choi, Martin, and Park (2008), found that the clan culture is the most desired cultural type to increase employees' job satisfaction as well as motivation for achieving organizational success.

Besides Tesfatsion (2011) in his research aimed to investigate the relation between organizational culture pattern and academic staff job satisfaction at St. Mary's University College, Addis Ababa, Ethiopia. The results showed that hierarchy culture affected staff job satisfaction negatively. There was a positive and significant relation between market culture and all aspects of job satisfaction.

Furthermore Teka (2012) had found that all the four variables of organizational culture had positive effect on job satisfaction

2.6   Conceptual Framework

The conceptual framework of this study was concentrated on the creation of a theoretical organizational culture model as an organized approach in assessing the employee's job satisfaction. Assessing the relationship between the organizational culture and job satisfaction must provide something to our awareness of the connection that occurs between them plus the specific organizational culture dimension that affect CBE's staff job satisfaction. In this framework, organizational cultural dimensions were independent variables and employee's job satisfaction was a dependent variable. This research thus was attempted to tie the gap by providing groundwork for a sharp-eyed and complete conclusion of organizational culture and job satisfaction.

Referring to the theoretical and empirical studies, it can be argued there is causality between organizational culture and job satisfaction. Based on this, the study developed the following conceptual framework which is expected to be addressed through statistical analyses.

Figure 3 conceptual framework

Clan (Collaborate)

➢ Cohesiveness
➢ Participation
➢ Teamwork
➢ Sense of family

Market (Compete)

➢ Competitiveness
➢ Goal achievement

Adhocracy (Create)

➢ Entrepreneurship
➢ Creativity
➢ Adaptability

Hierarchy (Control)

➢ Order
➢ Rules & Regulations
➢ Uniformity

H1

H2

H3

H4

JOB SATISFACTION
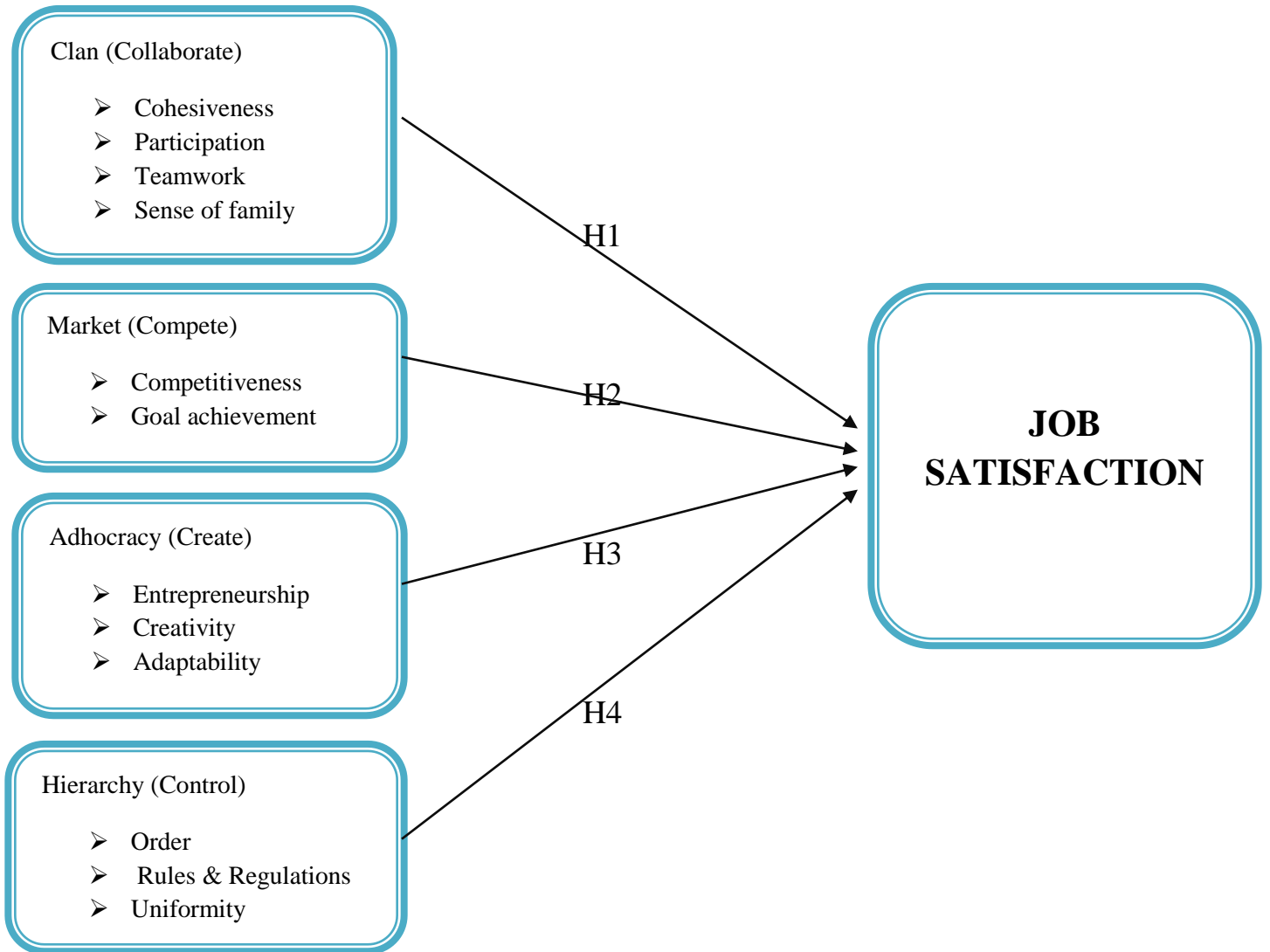
Source: Adopted from literature

2.7 Hypotheses of the research

Organizational culture reflects the vision of an organization. It often begins with a creator or a leader who articulates particular ideas and values as a vision, philosophy, or business strategy. The only asset that firms cannot buy is their organization's culture. (Teka, 2012)

Given, the need for management to recognize the prevalent influence of organizational culture on employees' job satisfaction in today's competitive environment, this study was focused on studying organizational culture as a predictor of job satisfaction by taking the four organizational culture types. These are clan (collaborate), market (compete), adhocracy (create) and hierarchy (control) which are determined by the two major point of views i.e., Flexibility Vs. Control and Internal Vs. External orientation respectively.

By considering the organization has a formal organizational culture and based on the above problem introduced and literatures reviewed the study formulated the following hypotheses:-

H1: There is significant positive effect of clan (collaborate) culture on job satisfaction of employees

H2: There is significant positive effect of market (compete) culture on job satisfaction of employees

H3: There is significant positive effect of adhocracy (create) culture on job satisfaction of employees

H4: There is significant positive effect of hierarchy (control) culture on job satisfaction of employees

CHAPTER THREE
RESEARCH METHODOLOGY

According to Babbie and Mouton (2008) that research methodology refers to the researcher's general approach in carrying out the research project. Mouton (2001) views research methodology as focusing on the research process and the kind of tools and procedures to be used. The point of departure would be the specific task (data collection) at hand, the individual steps in the research process, and the most "objective" procedures to be employed.

3.1 Research Design

Babbie and Mouton (2008:74) describe research design as a plan or blueprint for conducting the research. The research design also entails a detailed plan, according to which research is undertaken. According to Mouton (1996), the main function of a research design is to enable the researcher to anticipate what the appropriate research decisions are likely to be, and to maximize the validity of the eventual results.

For the purposes of this study an explanatory (causal) design was used when relationships between organizational culture and job satisfaction are being examined and described. Because it helps in order to identify the extent and nature of cause-and-effect relationships. Causal (explanatory) research can be conducted in order to assess impacts of specific changes on existing norms, various processes etc. (Kothari, 1990)

3.2 Research Approach

Both qualitative and quantitative research technique models were used. For theories and hypotheses testing; quantitative data is number form such as statistics, percentages. In quantitative research technique, there was a clearly defined and to the point questions asked to collect data from respondents. This method was also used to verify which hypotheses are true. The researcher was examined the data with the help of SPSS software v.20.

3.3 Sources of data

It is suggested that most business studies should be started by using secondary sources because it provides good background information to dig out the primary data Mouton (1996). As a result secondary sources were searched out for this study.

Primary data, which was concerned to the relationships between types of organizational culture and job satisfaction, was gathered using the researcher's structured questionnaire. The questionnaire was contained three parts which was arranged like: section (I) demographic factors; section (II) questions on organizational culture and finally job satisfaction question was measured in the last section which was section (III).

3.4 Target Population

According to Ngechu (2004), a population is well defined set of people, services elements and events, group of things or households that are being investigated. Mugenda, (1999) defines target population as that population to which a researcher wants to generalize the results of a study.

With this in mind the target populations of this study were employees of CBE North Addis Ababa district office. North Addis Ababa district office is one of the fifteen districts of CBE and it has 83 employees in its main office which are from four departments and 27 different positions. North A.A. district of CBE is selected because it has number of employees which are above the average number of the employees of all districts. In addition since the researcher found in this specific division it was easy to get the data when needed.

Having this in mind it is found essential to select all employees as respondents to ensure a complete representation.

3.5 Data Analysis Method

The collected data were tallied, coded, tabulated, analyzed and presented in terms of percentage and tables. Each table was followed by analysis, simple averages and percentage.

The data were analyzed using descriptive statistics which means mean, standard deviations, percentage and tables to describe the characteristics of respondents and to compare results. Secondly, the study had applied inferential statics using Spearman rho correlation Co-efficient and linear regression analyses to check the existence of causal relationship between the variables and to identify the predictor variables that are responsible for the most significance variance in job satisfaction level of CBE. However, for the qualitative analyses simply narrative analysis was used. And it was analyzed using the software called Statistical Package for Social Science (SPSS) for the quantitative analyses.

3.6 Validity and Reliability

There are two major criteria which applied to evaluate the quality of the study. These are validity and reliability. Validity can be assessed using theoretical or empirical approaches. Theoretical assessment of validity focuses on how well the idea of a theoretical construct is translated into or represented in an operational measure (Anol, 2012). In this regard the validity of the current study was addressed through the review of related literatures and adapting instruments used in previous research. Following this the survey questionnaire was evaluated by the thesis advisor and research experts of CBE to check if instrument is appropriate to the target construct and assessment objectives.

Reliability refers to the absence of random error, enabling subsequent researchers to arrive at the same insights if they conducted the study along the same steps again (Yin (2003).To increase the reliability of the survey, five-scale system (Likert scale) questionnaires had been used. The reliability in such scale is higher compared to a two- scale system. Five is an effective choice since the reliability decreases if the number of response options is greater than five (Hayes, 1992).

Additionally, cronbach's alpha was used to test the internal consistency of a construct. In this study, a cronbach's alpha value was found to be 0.908 (see reliability statics table in the appendix D). As Wu & Wang (2005), values that have been used in the literature as acceptable Cronbach's alpha range from 0.6 and above. Hence, when Cronbach Coefficient Alpha produced the value 0.60 to 1, it shows that the level of the instrument is good and suitable to be used. While Cronbach Alpha too low at the value below 0.60, it shows that the instrument is having low reliability and the instrument should be improved. Therefore, scale reliability value for this study is substantial considering the fact that the highest reliability that can be obtained is 1 and this is an indication that the items in the questionnaire are accepted for further analysis.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this section the researcher started with an explanation of the process of data preparation which is then followed by the data analysis and discussion of the research discoveries obtained from data gathered from the questionnaire and finally presented the tested hypotheses. Responses for the measures on the questionnaire are summarized and presented using tables to facilitate easy understanding.

4.1 Data Cleaning and Response Rate

A total of 83 questionnaires were distributed. After distribution atotal of 83 (100%) surveys were returned. Next to collecting the surveys, the obtained data were entered into the SPSS 20. Screening of data sets was performed by examining basic descriptive statistics which then followed by inferential statistics, correlation and regression analysis.

Table4.1 Response Rate

Questionnaire	Frequency	Percentage
Distributed	83	100 %
Returned	83	100 %
Response rate	$83/83$	100 %

Source: own study 2018

As shown in Table 4.1: 83 questionnaires were distributed to the respondents. Out of the total number of questionnaires distributed all of them were duly filled and returned. This was due to the reason that the researcher was personally involved and respondents were work mates of the researcher.

4.2 Descriptive statistics

This part explains the outcomes of the descriptive analysis. The outcomes offered are the spreading of participants by gender, work experience and educational qualification, organizational culture and job satisfaction. Demographic features were taken as vital in offering appropriate background of the participants from whom data was collected. They were also significant since they had relevance on the respondents' knowledge of the relationship between the study variables.

4.2.1 Demographic Profile of Respondents

Table 4.2 Descriptive Statistics of demographic profile

		Frequency	Percent
Gender	Male	48	57.8%
	Female	35	42.2%
Educational Level	Bachelor degree	49	59.0%
	Master's degree	34	41.0%
Occupational Level	Administrative	11	13.3%
	Clerical	62	74.7%
	Non-clerical	10	12.0%
Years of Experience	1-5	27	32.5%
	6-10	24	28.9%
	11-15	21	25.3%
	Above 15	11	13.3%
Valid N (list wise)		83	100%

Source: own study (2018)

As it is shown in the above table among 83 respondents who participated in the study, 48(58%) were males while 35(42%) were females. This indicates that most of the workers in Commercial Bank of Ethiopia were males. Sexual category was taken as a vital characteristic of the respondents because both men and women have different perceptions on organizational culture

Besides the above result revealed that 59% of employees have got their bachelor degree while the rest 41% have held a master degree. This denotes that the respondents were sufficiently fit to offer reliable information.

In addition in the above table it is discovered that 13% of employees are involved in Administrative job activities while most of employees which are 75% found in Clerical occupational level and the rest 12% are categorized under non-clerical level of occupation. And the researcher considers that this kind of diversified occupational level might show different degree of perception toward organizational culture and job satisfaction

Furthermore result of table 4.2 exposed that 33% of the respondents had 1 up to 5 years of experience with in CBE, followed by 29% with 6 up to 10 years, 25% with 11up to 15 years, and finally 13% with above 15 years of experience. This also demonstrates that the service years of the employees support them to discuss about their culture because the investigator considers that working at least one year in CBE could show the employees' understanding of organizational culture and perform in that culture.

4.2.2 Descriptive Analysis on Selected Organizational Cultures

In order to see the general perception of the respondents regarding the selected organizational culture in the subject organization, the researcher has summarized the measures with the respective means and standard deviations. Thus, the mean indicates to what extent the sample group averagely agrees or does not agree with the different statements. The lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement. On the other hand, standard deviation shows the variability of an observed response from a single sample Marczyk, Dematteo and Festinger (2005).The mean values are presented in table xx together with standard deviation values for each variable.

Table 4.3 Descriptive Statistics of clan culture

VARIABLE-1	N	Mean	Std. Deviation
CLAN (COLLABORATE) CULTURE			
In CBE there is a culture of Working cooperatively with others	83	2.22	.856
There is shared responsibility for tasks to be accomplished in CBE	83	2.24	.878
CBE encourages team work through rewarding high performance	83	2.10	1.185

There is high amount of affection and intimacy in this organization	83	2.18	1.317
CBE is a very comfortable place for social relation, It is like an extended family	83	2.75	1.135
Managers in this organization are mentors and facilitators	83	2.34	.954
In this organization Employees can speak freely to their managers on a variety of topics	83	1.78	1.406
CBE managers are open to suggestions	83	1.80	1.429
Employees in CBE are help each other through participating in identifying and defining problems and working toward solutions	83	2.57	1.128
Co-workers share information and new ideas throughout the organization	83	3.01	1.163
AVERAGE	**83**	**2.30**	**1.145**

Source: own study (2018)

As it is shown in the above table clan scores an average weighted mean of (2.3) with standard deviation of (1.145) which is relatively the lowest. This indicates that the majority of respondents have slight agreement on the measures of clan (collaborative) culture. And also it can be interpreted as there is low level of collaborative culture in CBE.

Table 4.4 Descriptive Statistics of adhocracy culture

VARIABLE-2	N	Mean	Std. Deviation
ADHOCRACY (CREATE) CULTURE			
CBE is a very dynamic entrepreneurial place	83	4.24	1.010
The bank emphasizes acquiring new resources and creating new challenges	83	3.92	.995
The management style in this bank is characterized by individual innovation and uniqueness.	83	3.93	.979
The organization is willing to accept changes	83	3.53	.962
The banks work place setting(physical structure, quietness, cleanness etc) initiates for creativity	83	3.96	.944
In CBE every day's routine facilitates employees creativity	83	3.81	.925
Managers in this bank has a positive attitude when new changes are implemented	83	3.83	.905
Management bodies in CBE are capable of adjusting themselves rapidly with new situations	83	4.12	.884
The bank provides sufficient level of autonomy to its employees	83	3.93	.866
Employees are willing to stick their necks out and take risks.	83	3.98	.829
AVERAGE	**83**	**3.93**	**0.923**

Source: own study (2018)

As it is displayed in table 4.4 the average weighted mean score for adhocracy (create) culture was relatively the highest of all variables (3.93). This indicates that employees give more value and agree with the measures of adhocracy culture. Therefore we can say that adhocracy culture is the most dominant culture in CBE. This result indicates the majority of the respondents perceived that the CBE is a very dynamic entrepreneurial place and employees are risk takers since there is the existence of high level creativity and entrepreneurial culture next to market culture.

Table 4.5 Descriptive Statistics of market culture

VARIABLE-3	N	Mean	Std. Deviation
MARKET (COMPETE) CULTURE			
CBE provides greater emphasis toward goal achievement	83	3.61	1.040
In CBE competitive market leadership is a key for success	83	3.64	.965
The bank has a good understanding about the potential competitors	83	3.66	1.187
CBE provides emphasis on offering better service than its competitors	83	3.69	1.226
The bank mainly focuses on customer satisfaction instead of its employees welfare	83	3.71	1.064
The management style in the CBE is generally considered to demonstrate an aggressive and results-oriented	83	3.73	.818
Management bodies at this bank are very competent	83	3.76	.824
Employees of this organization have positive attitude toward competitive environment	83	3.78	.916
Goals, objectives and tasks of CBE can be achieved easily by employees	83	3.8	.712
When the competition become more challenging in CBE the employees perform better	83	3.82	.643
AVERAGE	**83**	**3.72**	**0.940**

Source: own study (2018)

Table 4.5 indicates that next to adhocracy culture, the mean score of market culture is higher (3.72). Furthermore, all of the ten items that measures market contributes almost equally to the overall mean. This implies the some of the respondents agree that CBE provides much emphasis

on competitive market and it is highly goal oriented. And also this makes hierarchy culture the second dominant culture in commercial bank of Ethiopia.

Table 4.6 Descriptive Statistics of hierarchy culture

VARIABLE-4	N	Mean	Std. Deviation
HIERARCHY (CONTROL) CULTURE			
CBE is a very controlled and structured place	83	2.54	1.233
Decision making is highly centralized	83	2.53	1.183
This bank emphasizes control and smooth operations	83	2.55	1.161
CBE has established policies for developing and modifying banking system and control activities	83	2.37	1.420
Organization of the bank is clearly defined In terms lines of authority and responsibility	83	2.24	1.164
The organizational structure is appropriate for the size and complexity of the organization	83	2.31	1.315
Policies regarding such matters as acceptable business practices, conflict of interests, and code of conduct have been established	83	1.75	1.198
There are rules and procedures regarding recruiting and promoting personnel	83	2.47	1.086
Employees job descriptions, including specific duties, reporting responsibilities and constraints have been clearly established	83	2.49	.916
The management style in this bank is characterized by predictability and stability	83	2.11	.541
AVERAGE	**83**	**2.34**	**1.123**

Source: own study (2018)

Depending on table 4.6 the last variable that scores mean (2.34) is Hierarchy culture. This implies that most respondents agree on that CBE is a very controlled and structured place. And also it indicated that the existence of this cultural type is low when it is compared to adhocracy and market cultural types.

4.2.3 Descriptive Analysis on Job Satisfaction Measures

Table 4.7 Descriptive Statistics of job satisfaction

VARIABLE-5 (dependent)	N	Mean	Std. Deviation
I am satisfied with the organizational culture of CBE	83	3.61	1.046
Valid N (list wise)	83		

Source: own study (2018)

The survey on Job Satisfaction attempted to measure general Job Satisfaction of level employees this is dependent on the organization culture of CBE. As represented on the above table, mean score of 3.61with standard deviation of1.046 implies that the responses are mostly favoring to agree on job satisfaction measure. This means that in CBE there is moderate level of job satisfaction.

4.3 Analysis of Inferential Statistics

One of the major objectives of the study is to assess the relationship that the selected organizational cultures have with Job satisfaction. For this purpose, inferential statistics of correlation and regression analysis have been used and the results are presented in the below sections.

4.3.1 Correlation Analysis

The correlation between independent variables and dependent variable was pursued. That is the relation between clan, adhocracy, market, and hierarchy and job satisfaction. Spearman's correlation coefficient is a statistical measure of the strength of a monotonic relationship between paired data. In a sample it is denoted by and is by design constrained as $-1 \leq Rs \leq +1$

And its interpretation is similar to that of Pearsons, e.g. the closer Rs is to +1 the stronger the monotonic relationship. Correlation has effect size and so we can verbally describe the strength of the correlation using the following guide for the absolute value of Rs:

➢ 00-.19"very weak"
➢ 20-.39"weak"
➢ 40-.59"moderate"

- ➢ 60-.79"strong"
- ➢ 80-1.0"very strong". (Dematteo and Festinger, (2005))

A correlation value without a sign indicates that the relationship is positive, whereas, negative sign indicates negative relationship. A positive relationship means when scores increase (or decreases) in one variable, they increase (or decrease) in the other variable-thus, scores change in the same direction. A negative relationship means the scores change in the opposite direction. Having the above ideas in mind, the relation between organizational culture dimensions and job satisfaction is analyzed hereunder.

Table 4.8 Spearman Correlation Matrix between Organizational Culture and Job Satisfaction

<table>
<tr><td colspan="8" align="center">**Correlations**</td></tr>
<tr><td></td><td></td><td></td><td>Clan</td><td>Adhocracy</td><td>Market</td><td>Hierarchy</td><td>Job satisfaction</td></tr>
<tr><td rowspan="12">Spearman's rho</td><td rowspan="3">Clan</td><td>**Correlation Coefficient**</td><td>**1.000**</td><td>**.435****</td><td>**.642****</td><td>**.789****</td><td>**.405****</td></tr>
<tr><td>**Sig. (1-tailed)**</td><td>.</td><td>.000</td><td>.000</td><td>.000</td><td>.000</td></tr>
<tr><td>**N**</td><td>83</td><td>83</td><td>83</td><td>83</td><td>83</td></tr>
<tr><td rowspan="3">Adhocracy</td><td></td><td></td><td>**1.000**</td><td>**.794****</td><td>**.616****</td><td>**.956****</td></tr>
<tr><td></td><td></td><td>.</td><td>.000</td><td>.000</td><td>.000</td></tr>
<tr><td></td><td></td><td>83</td><td>83</td><td>83</td><td>83</td></tr>
<tr><td rowspan="3">Market</td><td></td><td></td><td></td><td>**1.000**</td><td>**.756****</td><td>**.759****</td></tr>
<tr><td></td><td></td><td></td><td>.</td><td>.000</td><td>.000</td></tr>
<tr><td></td><td></td><td></td><td>83</td><td>83</td><td>83</td></tr>
<tr><td rowspan="3">Hierarchy</td><td></td><td></td><td></td><td></td><td>**1.000**</td><td>**.593****</td></tr>
<tr><td></td><td></td><td></td><td></td><td>.</td><td>.000</td></tr>
<tr><td></td><td></td><td></td><td></td><td>83</td><td>83</td></tr>
<tr><td rowspan="3">Job satisfaction</td><td></td><td></td><td></td><td></td><td></td><td>**1.000**</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>.</td></tr>
<tr><td></td><td></td><td></td><td></td><td></td><td>83</td></tr>
</table>

**. Correlation is significant at the 0.01 level (1-tailed).

As indicated in Table 4.8 above, a spearman rho correlation was conducted to assess the relationship between organizational culture dimensions and job satisfaction. As a result it reflects job satisfaction has positive relationship with all organizational culture dimensions: clan culture,

adhocracy culture, market culture and hierarchy culture and their correlation is statistically significant (sig. level p<0.01).

Explicitly, clan culture and job satisfaction have moderate relationship with (r=0.405).And also the above table reflected hierarchy culture also has moderate correlation with job satisfaction (r=0.593) while (Market) culture and job satisfaction have strong correlationwhich come close to(r=0.759). Finally the dominant culture in CBE adhocracy culture has very strong correlation with job satisfaction (r=0.956).

Therefore this can be interpreted as Adhocracy culture highly correlates with job satisfaction as compared to other variable and then followed by market culture, hierarchy culture and clan culture accordingly.

4.3.2   Tests of Assumptions

4.3.2.1   Normality

Assessing the impact of violating the normality assumption is extremely important since statistical tests that depend on the normality assumption may be invalid. Consequently, any conclusion drawn from the sample would be in question (Kerlinger& Lee, 2000). To assess normality, skewness and kurtosis are two tests that can be used to validate the assumption of normality of collected data. According to Pallant (2011), skewness refers to the symmetry of the distribution. In other words, skewness considers a variable skewed when its mean is not in the center of the distribution. On the other hand, kurtosis provides information about the peakedness of the distribution. A distribution is considered normal when the values of skewness and kurtosis are equal to zero (Pallant, 2011). Newsom (2005) suggests that the absolute value of skewness less than or equal to 2 and the absolute value of kurtosis less than or equal to 3 are acceptable limits for the condition of normality to be satisfied.

In this study, all of the distributions were normal since the absolute values of skewness and kurtosis were below 2 and 3, respectively. The results of the descriptive analysis containing these values are presented in Appendix C.

4.3.2.2   Test of Autocorrelation

This is an assumption that the errors are linearly independent of one another (uncorrelated with one another). If the errors are correlated with one another, it would be stated that they are auto correlated. Thus, the null hypothesis is meant for checking whether the error terms are auto/serially correlated or not. The measurement could be by Durbin-Watson statistic (which is usually calculated automatically and is given in the general estimation output).

As it can be observed from Table 10, in regression section, the Durbin-Watson (DW) statistic result is seen to be 1.913. According to Brooks (2008), autocorrelation value near to 2 indicates non-existence of autocorrelation (so there is a no sign of autocorrelation it is not worrisome). On the other hand, a value near to 4 indicates negative autocorrelation, and a value near to 0 indicates positive autocorrelation.

4.3.2.3   Test for Multicollinearity

A correlation matrix is used to ensure the correlation between explanatory variables. According to Brook (2008), if an independent variable is an exact linear combination of the other independent variables, then we can infer that the model suffers from perfect co linearity, and it cannot be estimated by OLS. Researchers also indicated that multicollinearity condition also exists where there is high, but not perfect, correlation between two or more explanatory variables. Cooper & Schindler (2009) recommended that a correlation coefficient above 0.8 between explanatory variables should be corrected for because it is a sign for multicollinearity problem. Moreover, Hair et al. (2006) believed that correlation coefficient below 0.9 may not cause serious multicolinary problem.

In this study the correlation matrix for the independent variables in the table 4.8 above showed that the highest correlation of 0.794 is seen which is between market culture and adhocracy culture. Since there is no correlation above 0.8 or 0.9 as stated by Cooper & Schindler (2009) and Hair et al (2006) respectively, the researcher can conclude in this study that there is no problem of multicollinearity.

4.3.3 Regression Analysis

The study sought to establish a regression model to show the effect of the independent variables on the dependent variable. Linear regression analysis was performed and the results are presented in tables below

Table 4.9 Anova Table

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.864	4	13.216	300.949	.000[b]
	Residual	3.425	78	.044		
	Total	56.289	82			

The ANOVA table is used to look statistically significance differences among three or more means by comparing the variances (X square) both within and across groups. The ANOVA yield an F- score which examines the extent to which the obtained mean differences could be due to the chance or some other factor presumably the independent variable (Mujis, 2004).

The above ANOVA table shows the overall significance / acceptability of the model from a statistical perspective As the significance value of F statistics shows a value .000, which is less than $p<0.05$, implies the model is significant. This indicates that the variation explained by the model is not due to chance. Therefore, we conclude that our regression model results in significantly better prediction of the job satisfaction.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.969[a]	.434	.436	.20456	1.913

   a. Predictors: (constant), hierarchy, adhocracy, clan, market
   b. Predictors: (constant), hierarchy, adhocracy, clan, market

The model summary indicated the presence of a strong positive cause and effect relationship (R=0.969) between the independent variable and the dependent variable. Further, the R-squared value of 0.434 indicated that the independent variable accounted for 43.4 % of the total variance in job satisfaction (dependent variable). Therefore the researcher observed that the independent variables and the dependent variable were not mutually inclusive. The analysis of variance yielded the results presented in table 10 above.

Table 4.10 Table of Coefficients

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.579	.122		4.730	.000
Clan	.142	.059	.170	2.388	.019
Adhocracy	.940	.091	1.034	10.312	.000
Market	-.142	.110	-.142	-1.284	.203
Hierarchy	-.012	.068	-.014	-.174	.862

a. Dependent Variable: JOB SATISFACTION

As it is stated earlier in first chapter, this study aims to identify the most contributing independent variables in the prediction of the dependent variable. Thus, the strength of each predictor (independent) variable influence on the criterion (dependent) variable can be investigated via unstandardized Beta coefficient. Hence, the regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable.

Therefore, adhocracy is the most contributing organizational culture traits in the prediction of job satisfaction with beta value 0.94 The other three organizational culture characters, in their descending order of standardized coefficients, are clan(B=0.142),hierarchy (B= -0.012) and market (B=-0.142)that the variables are making significant to the prediction of job satisfaction. The regression coefficient explains the average amount of change in dependent variable that is

caused by a percent change in the independent variable. The larger value of Beta coefficient that an independent variable has, the more support to the independent variable as the more important determinant in predicting the dependent variable. In addition, table 4.11 portrays that significance levels of clan and adhocracyas.019 and .000respectively, which are less than 0.05. This indicates that there is statistically significant effect on the dependent variable (job satisfaction) and hence, alternative hypotheses related to clan and adhocracy were accepted. To the contrary, alternative hypotheses which is related with market and hierarchy was rejected as significance level is .203 and .862respectively which means (p>0.05).

4.4 Tests of the Research Hypotheses

Table 4.11 Tests of the Research Hypotheses

HYPOTHESES	RESULTS
H1: There is significant positive effect of Clan (collaborate) culture on job satisfaction of employees	(B=.170), (p<0.05) H1:Accepted
H2: There is significant positive effect of Market (compete) culture on job satisfaction of employees	(B=-.142), (p>0.05) H2: Rejected
H3: There is significant positive effect of Adhocracy (create) culture on job satisfaction of employees	(B=1.034), (p<0.05) H1:Accepted
H4: There is significant positive effect of Hierarchy (control) culture on job satisfaction of employees	(B= -.014), p>0.05) H1: Rejected

Source: own study (2018)

In general, among the four predictors, multiple linear regressions (Beta coefficients) analysis revealed that, adhocracy culture is the first most significant variable for job satisfaction followed by clan culture. On the other hand, unlike the other two organizational culture types, hierarchy and market cultures doesn't have significant effect on job satisfaction as it is explained by significance level p>0.05.This indicates that, as much as the company tries to maintain a strong

culture by being highly controlled, achievement oriented, centralized and less emphasis to employees it contributes less significance to level of job satisfaction.

4.5 Data Triangulation

In this subdivision, the findings were discussed in line with the objective of the study and the existing literature on the relationship between the study variables.

The findings show that majority of the respondents agreed that employees were guided by similar customs. This is in agreement with Magee (2002) who established that in an organization with clearly established organizational culture, employees tended to share similar assumptions. Robbins (2012) concurs that with organizational culture employees tend to adopt a relatively uniform perception of organization with common characteristics distinguishing one organization from another. Consequently, the employees adopt the common values and norms which control their interaction among themselves and with the outsiders.

It is also evident that the commercial bank of Ethiopia were guided by a culture of highly dynamic, unique and entrepreneurial and which is found dominant culture in CBE, this is in agreement with Mulugeta (2017) who find Ministry of Science and Technology was dominated by adhocracy culture which domination is expressed by a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.

In addition Teka (2012) finds out that in Development Bank of Ethiopia clan culture had a significant influence on overall employee job satisfaction which is similar to the finding of this investigation

Among the main purpose of the study one was to determine whether a relationship existed between organizational culture types and job satisfaction. There was found a significant positive correlation between the market culture type and overall job satisfaction. This result also correlates with the study conducted by Lund (2003). Lund had found a significant positive correlation between the market culture type and overall satisfaction.

Moreover Teka (2012) had found market and hierarchy cultures had negative effect on Job satisfaction which was highly similar to the findings of this study even though their effect is not significant.

Furthermore the findings of this study show that employees of CBE are moderately satisfied with their overall job satisfaction. According to Tesfatsion (2011), who found the academic staffs of St. Marry's University at the same level of moderate job satisfaction, even though Tesfatsion attempted to see job satisfaction intrinsically and extrinsically. Therefore it backs the finding of this study.

Besides the results showed that employees' believed that their organization had a culture that determined how things were done. This is in contrary to KETEMA (2014) who find out that the existing organization culture does not have any contribution to the organization. KETEMA (2014) also conclude that organizational cultures of that time are not strong enough to enhance bank's performance which is typically in contrary to the finding of this research which have got some of the organizational culture like adhocracy and clan cultures have significant effect on job satisfaction that would lead the bank to enhanced performance.

Finally Abera (2012) found that hierarchy culture which is characterized by policies, clarity of objectives, and shared procedures, rules and regulations was led to strong job satisfaction that contradicts to the finding of this study which indicates that hierarchy culture has not significant effect on job satisfaction.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter presents a summary of the major findings, conclusions drawn from the findings and the study recommendations. It also presents the study limitations and areas suggested for further research.

The general purpose of this study was to investigate whether a relationship existed between organizational culture and job satisfaction of employees in Commercial Bank of Ethiopia.

Totally 83 questionnaires were used for the study. Structured closed Questionnaire was chosen to measure Organizational Culture satisfaction levels of employees of CBE north Addis Ababa district office.

Descriptive statistics like Frequencies, percentages, and summary statistics were computed for personal characteristics of employees. The mean and standard deviation were computed for each organizational culture and job satisfaction scales. Using those outputs the data are analyzed interpreted. The content areas or characteristics ultimately generate the independent variables of the following culture types: clan, adhocracy, market, and hierarchy. A spearman rho correlation analysis was made to determine the relationship between job satisfaction and organizational culture scores and finally linear regression analysis was conducted to determine which cultural type was described better the job satisfaction of employees on CBE north A.A. district office.

5.1 Summary of Major Findings

Based on the data presentation and analysis the study comes up with the following discoveries: -

➢ In this study it is found that all sorts of organizational cultures exist in the compound of Commercial Bank of Ethiopia north A.A. district, Even though their existence is not at the same level

➢ In addition the study found out that adhocracy culture was the dominant culture that is characterized by the prevalence of dynamic, entrepreneurial, and creative work place to work is the dominant existing culture in the CBE north A.A. district. This culture type was rated the first in four sub-dimensions of organizational culture.

- The study revealed that all types of organizational cultures had a positive correlation with job satisfaction
- Another important finding was that the level of overall job satisfaction in the CBE was moderately good. The average mean value for the job satisfaction surveys was 3.61.
- Moreover the study found the two variables which are adhocracy and clan culture have most significant effect on job satisfaction which indicates that Adhocracy culture is the most contributor culture in CBE while clan culture follows it.
- Besides the investigation indicated hierarchy and market have no significant effect on job satisfaction
- Most importantly this thesis have shown that there is way to measure job satisfaction through different types of organizational culture variables in Commercial Bank of Ethiopia

5.2 Conclusions

In conclusion this study which was explanatory type gone for investigating organizational culture as a predictor of employees' overall job satisfaction conducted by taking employees of Commercial Bank of Ethiopia (CBE) north Addis Ababa district office.

Within CBE north Addis Ababa district, Adhocracy culture was dominant culture type. Adhocracy culture domination is communicated by an extremely unique entrepreneurial place. Individuals were stick to their necks out and take risks. The authority in this district considered to demonstrate entrepreneurship, innovating, or risk taking. The administration style in this bank is portrayed by singular risk taking, development, opportunity, and uniqueness. . The magic that binds the organization is sense of duty to innovation and development. There is an emphasis on being on the front line. The organization emphasizes acquiring new resources and creating new challenges. Attempting new things and prospecting for circumstances are well-regarded. The organization expresses success on the basis of having the most unique or newest products. It is a product leader and innovator. From this, one can decently presume that the CBE in north Addis Ababa District had concentrated on new advancement, risk taking and uniqueness of performance. Such exertion is in light with the objectives of the bank i.e. enhancing new thoughts and advancements that can contribute for the improvement of the country.

Next to Adhocracy culture in CBE north Addis Ababa district there is existence of Market culture which is characterized by intense competition and gives emphasis to goal achievement, productivity, executing tasks, usefulness, determining goals and efficiency.

Additionally there is less existence of Hierarchy culture which emphasizes on orders, consistency, certainty, stability, control and formal structure. Regulations, determining Responsibilities, centralized decision making, standardizing procedures, while there is a little existence of Clan culture which characterized by collaboration and teamwork.

From the investigation of the levels of general job satisfaction, the workers' of CBE were moderately satisfied with the organizational culture of the bank. This is due to a wide existence of Adhocracy culture in the CBE north A.A. district. Indeed, if individuals are urged to make new thoughts, innovation, risk taking and if such endeavors are supported by prizes and acknowledgment in turn leads to job satisfaction. Nevertheless, the job satisfaction in CBE should be considered in caution as current research examined the overall satisfaction by general assessment tools.

In light of the after effects of a spearman rho correlation, there was positive and moderate relationship between organizational culture and employees' job satisfaction. In addition, all organizational culture types have positive correlation with job satisfaction.

Besides it is evident that adhocracy culture is the highest contributor for the Job satisfaction while clan culture follows. In addition market and hierarchy cultures affect job satisfaction negatively.

5.3 Recommendations

➢ The discoveries demonstrate that among the four sorts of cultures the clan and adhocracy cultures positively affect the general job satisfaction of workers while market and market and hierarchy cultures showed insignificant impact on general job satisfaction. In this way, CBE better focus on adhocracy cultures. To increase its workers' job satisfaction the Bank should develop organizational culture with the attributes of extremely unique entrepreneurial place

- In addition the result showed that clan culture positively affects job satisfaction but this culture is not that much abundantly exist. So that CBE shall give higher emphasis to this culture in order to bring better level of job satisfaction

- Furthermore since the hierarchy culture which is very controlled and bureaucratic affecting job satisfaction negatively CBE is better to implement rules and procedure which allow employees to be flexible when there occurs challenges toward performing some activities

- Besides CBE shall provide much emphasis to its workers instead of being result oriented because it is affecting satisfaction level of employees.

- Also CBE shall try to develop new organizational cultures to come up with better level of general job satisfaction of its workers. For example, the institute can drive culture change through organization wide activities, division work activities, group activities and\or leader/manager activities and visibly address those vital attributes

- The Management of the bank shall create awareness regarding organizational culture through various training workshops and meetings. In addition to these, the Bank shall work with different national and international management consultants on how to develop and change the current organizational culture.

5.4 Areas for Further Research

The study recommends that a similar study to be done on the relationship between organizational culture and job satisfaction in other financial or non-financial organizations in Ethiopia. This would allow for generalization of the study findings to other organizations. The researcher also recommends a further study be undertaken to explore cultural policies and programs in organizations of Ethiopia. It is also pertinent to study the manifestation of organizational culture in different organizations and encourage more studies on different approaches used in establishing organizational culture in these organizations.

And finally other researchers also shall have to measure satisfaction of employees from other dimensions or variables to get better result and improved type assessment related to effect of organizational culture on job satisfaction.

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APPENDICES

APPENDIX A

Survey Instrument Questionnaire

ST .MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

Department of general management (MBA)

Questionnaire to be filled by CBE North A.A. district office employees

Dear Respondent:

You are invited to take part in a research entitled "THE EFFECT OF ORGANIZATIONAL CULTURE ON JOB SATISFACTION IN COMMERCIAL BANK OF ETHIOPIA"

This research is being conducted by Seifu Nigatu as part of a Master of Business Administration in General Management at St. Mary's University in A.A. The general purpose of this study is to assess the degree to which employee's job satisfaction could be influenced by organizational culture in CBE. All information provided will be strictly confidential and used for the academic purpose only.

I am particularly desirous of obtaining your genuine response because your perception in organizational culture will contribute significantly toward solving some of the job satisfaction problems with related to organizational culture. It should only take you about 30 minutes to complete. The questionnaire is organized in three sections (section I-III).

Directions:

➢ No need of putting your name
➢ Use one of X or tick **(√)** marks on the space provided at the right side of the question
➢ Please use blue or black pen only

I thank you in advance

Section I: Demographic Information

➢ The researcher would like to know just a little about you so we can see how different types of people feel about the issues we have been examining:

1) Gender: Male ☐   Female ☐

2) Educational Level:

    Bachelor Degree ☐   Master Degree ☐   Other (please specify):_____

3) Occupational Level:

    Administrative ☐   Clerical ☐   Non-Clerical ☐

4) Your years of experience:

    1-5 years ☐   6-10 years ☐   10-15 years ☐   above 15 years ☐

Section II: Organizational Culture Questionnaire

This questionnaire contains four dimensions by which participants will judge their organization. Each dimension has ten questions. The main drive of the instrument is to examine the four organizational culture dimensions in your organization. Therefore, be truthful as much as possible in answering to the questions. Please put one of X or tick (√) marks on the scale below which most closely corresponds with how you see your organization.

1. Strongly Disagree   2. Disagree   3. Neutral   4.Agree5. Strongly Agree

	Collaborative (Clan) culture	1	2	3	4	5
1	In CBE there is a culture of Working cooperatively with others					
2	There is shared responsibility for tasks to be accomplished in CBE					
3	CBE encourages team work through rewarding high performance					
4	There is high amount of affection and intimacy in this organization					
5	CBE is a very comfortable place for social relation, It is like an extended family					
6	Managers in this organization are mentors and facilitators					
7	In this organization Employees can speak freely to their managers on a variety of topics					
8	CBE managers are open to suggestions					
9	Employees in CBE are help each other through participating in identifying and defining problems and working toward solutions					
10	Co-workers share information and new ideas throughout the organization					
	Creative (Adhocracy) Culture	1	2	3	4	5
11	CBE is a very dynamic entrepreneurial place					
12	The bank emphasizes acquiring new resources and creating new challenges					
13	The management style in this bank is characterized by individual innovation and uniqueness.					
14	The organization is willing to accept changes					
15	The banks work place setting(physical structure, quietness, cleanness etc) initiates for creativity					

		1	2	3	4	5
16	Every day's routine facilitates employees creativity					
17	Managers in this bank has a positive attitude when new changes are implemented					
18	Management bodies in CBE are capable of adjusting themselves rapidly with new situations					
19	The bank provides sufficient level of autonomy to its employees					
20	Employees are willing to stick their necks out and take risks.					
	Competitive (Market) Culture	1	2	3	4	5
21	CBE provides greater emphasis toward goal achievement					
22	In CBE competitive market leadership is a key for success					
23	The bank has a good understanding about the potential competitors					
24	CBE provides emphasis on offering better service than its competitors					
25	The bank mainly focuses on customer satisfaction instead of its employees welfare					
26	The management style in the CBE is generally considered to demonstrate an aggressive and results-oriented					
27	Management bodies at this bank are very competent					
28	Employees of this organization have positive attitude toward competitive environment					
29	Goals, objectives and tasks of CBE can be achieved easily by employees					
30	When the competition become more challenging in CBE the employees perform better					
	Control (Hierarchy) Culture	1	2	3	4	5
31	CBE is a very controlled and structured place					
32	Decision making is highly centralized					
33	This bank emphasizes control and smooth operations					
34	CBE has established policies for developing and modifying banking system and control activities					
35	Organization of the bank is clearly defined In terms lines of authority and responsibility					
36	The organizational structure is appropriate for the size and complexity of the organization					
37	Policies regarding such matters as acceptable business practices, conflict of interests, and code of conduct have been established					

38	There are rules and procedures regarding recruiting and promoting personnel				
39	Employees job descriptions, including specific duties, reporting responsibilities and constraints have been clearly established				
40	The management style in this bank is characterized by predictability and stability				

Section III: Job Satisfaction Survey

For the following statements below, please indicate how you feel about the organizational culture of CBE Please put one of X or tick (√) marks on a number from 1 to 5 using the scale below which represents:-

1. Strongly Disagree   2. Disagree   3. Neutral   4.Agree5. Strongly Agree

		1	2	3	4	5
42	I am satisfied with the organizational culture of CBE					

Thank you for your contribution

APPENDIX B

Regression

Model Summary^a

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.969^a	.434	.436	.20456	1.913

a. Predictors: (Constant), HIERARCHY, ADHOCRACY, CLAN, MARKET

b. Dependent Variable: JOB SATISFACTION

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	52.864	4	13.216	300.949	.000[b]
	Residual	3.425	78	.044		
	Total	56.289	82			

a. Dependent Variable: JOB SATISFACTION

b. Predictors: (Constant), HIERARCHY, ADHOCRACY, CLAN, MARKET

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.579	.122		4.730	.000
	CLAN	.142	.059	.170	2.388	.019
	ADHOCRACY	.940	.091	1.034	10.312	.000
	MARKET	-.142	.110	-.142	-1.284	.203
	HIERARCHY	-.012	.068	-.014	-.174	.862

a. Dependent Variable: JOB SATISFACTION

APPENDIX C

DESCRIPTIVE STATISTICS

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CLAN	83	2.2976	1.14521	1.609	.264	1.197	.523
ADHOCRACY	83	3.9305	.92301	-1.974	.264	2.763	.523
MARKET	83	3.7241	.94057	-1.803	.264	2.610	.523
HIERARCHY	83	2.3373	1.12319	1.223	.264	.247	.523
JOB SATISFACTION	83	3.6103	1.04652	-1.494	.264	2.198	.523
Valid N (list wise)	83						

APPENDIC D

RELIABILITY

Case Processing Summary

		N	%
Cases	Valid	83	100.0
	Excluded[a]	0	.0
	Total	83	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability statistics for Clan culture

Reliability Statistics

Cronbach's Alpha	N of Items
.958	10

Reliability statistics for Adhocracy culture

Reliability Statistics

Cronbach's Alpha	N of Items
.995	10

Reliability statistics for Market culture

Reliability Statistics

Cronbach's Alpha	N of Items
.968	10

Reliability statistics for Hierarchy culture

Reliability Statistics

Cronbach's Alpha	N of Items
.956	10

Reliability statistics for All variables

Reliability Statistics

Cronbach's Alpha	N of Items
.908	5

Declaration

"I, SEIFU NIGATU, declare that this thesis entitled "Organizational Culture as a predicator of job satisfaction": A Study in the case of commercial bank ofEthiopia north Addis Ababa district is my own originalworkprepared under the follow up and guidance of MOHAMMED M.NUR(Asst.Professor).This research paper contains no material thathas been submitted previously, in whole or in part, for the award of any other academicdegree or diplomaand all the resources used in this study have been properly acknowledged.

SIGNATURE _____

DATE _____

Endorsement

This is to certify that SEIFU NIGATU had worked this thesis on the topic "Organizational Culture as a predicator of job satisfaction in commercial bank of Ethiopia" under my supervision. To my belief, this work undertaken by himand it is original and qualifies for submission in partial fulfillment of the requirements for the award of MBA in general management.

Name of Advisor: MOHAMMED M.NUR (Asst.Professor).

DATE: _____

SIGNATURE: _____