



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

**THE PRACTICE OF ORGANIZATIONAL CULTURE AT  
EQUATORILA BUSINESS GROUP PLC.**

**BY  
ELIAS TADESSE: SGS/0071/2009A**

**JUNE, 2019  
ADDIS ABAB, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARRY'S UNIVERSITY, SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILMENT OF THE  
REQUIRMENTS FOR THE AWARD OF DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (MBA)**

**JUNE,2019**

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## **Endorsement**

This is to certify that **Elias Tadesse Tesema** has carried out her research work on the topic entitled “**The Practice of Organizational Culture at Equatorial Business Group Plc.**”. The work is original in nature and is suitable for the submission for the reward of MBA in General Management.

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St. Mary's University, Addis Ababa

June, 2019

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## **ACKNOWLEDGEMENTS**

First of all my gratitude goes to the Almighty God, the father of light whose light has guided my steps thus far.

I owe special debt of gratitude and appreciation to my adviser Dr. Terefe Feyera (PhD) without his continuous help and encouragement, as every idea was discussed and constructive comments were provided through the course of this study, scarifying his priceless time, I could not hence finalized this undertaking.

Next my great thank goes to my wife Meskerem F/Sillase and my daughter Efrona Elias whom words are not enough to express for your support through giving a time and motivate me. I want to express my great appreciations to my friend Muluken Reta whom morally stand and for his assistance while I was analyzing the data using SPSS software.

Besides I want to express my deepest gratitude to all my colleagues in Equatorial Business Group PLC who share work load with me in the organization when I was busy. Great thanks to the managements of Equatorial Business Group PLC for granting me to conduct this study in your organization. I want to indebted to all respondents who help me filling the questionnaire with patience and by scarifying their invaluable time. Lastly but not least, thanks goes to St. Mary's University School of Graduate in general and my department lecturers in particular.

## ACRONYMS AND ABBREVIATIONS

**OC:** Organizational Culture

**OCAI:** Organizational Culture Assessment Instrument

**JSS:** Job Satisfaction Survey

**BA:** Bachelor's Degree of Art

**MA:** Master of Arts

**OCV:** Organizational Culture Variables

**SPSS:** Statistical Package for Social Science

**SD:** Standard Deviation

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## **ABSTRACT**

*Dynamics and conducive organizational culture is mandatory for the contemporary organizations to have satisfied and productive employees under the intense of global completion. Realizing this, the main aim of this research was to determine the practice of organizational culture at Equatorial Business Group PLC and recommend to improve the poorly perceived areas of its culture. Stratified sampling based on job level was used to make the population representative in each stratum. For a total of population in the study area 240 (52%) were selected as respondents. 240 copies of questionnaires were administered to head office but only 220 (91.67%) were returned and used for analysis. The study made use of descriptive statics to obtain the results. Almost all organizational culture variables, dominant characteristics, institutional leadership, management of employees, strategic emphasis and criteria success are poorly perceived by the employees which is by far below the averagescore (50%). Finally, the study concluded by providing possible recommendations such as the managements must take immediate adjustment to the culture dimensions scored below average (50%) and special attention must be given to senior officer employees as they poorly perceived their organization culture. It is recommended that the organization has to create opportunities that allow senior officers to management position or to any other career advancement*

**Keywords:** *Organizational Culture, Employee Satisfaction, Equatorial Business Group Plc*

## CHAPTER ONE: INTRODUCTION

### 1.1 Background of the Study

Organizations represent the most complex social structures known today because of their dynamic nature. Employees are one of the role players in the organization, and it is through their involvement and commitment that the organization becomes competitive. Furthermore, many organizations in Africa are plagued by poor performance, high turnover rates, and low productivity, largely due to the negative work attitudes of the workforce Okpara, 2007. It is believed that organizational culture could somehow affect the level of job satisfaction. As a result of the importance of organizational culture and its effects on organizational outcomes (such as organizational commitment, job satisfaction and employee performance).

Research has confirmed, as Yusof& Ali, 2000 cited in Bashayreh, 2009, that organizational culture is not only able to change, guide and display but also gives significant contributions by influencing the thought, feeling, interacting and performance in the organization. Although ongoing research is still required, employees' attitudes have been found to interact with environmental factors that influence job satisfaction. Job satisfaction is important to investigate because it is related to employee's turnover, and time missed.

Organizational culture stands as the center from which all other factors of human resource management derive Bashayreh, 2009. It is believed that culture influences individuals' attitudes towards outcomes such as commitment, motivation, morale, and satisfaction. 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, Y. S., Jeffery, J. M., & Meungukk, P, 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.

Organizational culture is pervasive and powerful. For business, it is either a force for change or a definite barrier to it. For employees, it is either the glue that bonds people to an organization or what drives them away. Therefore, the purpose of this study is to assess the practice of organizational culture at Equatorial Business Group Plc.

Equatorial Business Group Plc. (EBG) is a private limited company established in April 1993. EBG's business started with the import and distribution of electronic goods with an initial share capital of birr 5 million. Currently EBG is engaged in four lines of business .The four

business lines are automotive, energy, pharmaceuticals & medical supplies and Elevator & telecom businesses. It operates with a capital currently standing at Birr 580 million and an annual sales turnover of an average Birr 750 million. EBG has workforce of over 500, excluding temporary employees, working together to achieve one organizational objective by providing sales and after-sales service focusing on customers' satisfaction. This study attempts to look and determine the existing as well as the expected culture.

## **1.2 Statement of the Problem**

As I observed from different researches most of private limited companies do not give attention on organizational culture. Salary and different type of benefit is not the only means, which makes employee satisfy in the job. In fact organizational culture makes employee satisfied and maintain them with the organization. Many professionals began to debate that establish an effective organizational culture is imperative for achievement. The effect of different cultures in different organization is not the same. If organizational culture is not strong and there is no compatibility between demands of individuals and corporate culture, satisfaction will be diminished Robbins, S. P. and Judge T, 2007.

The student researcher conducted a sort of preliminary assessment in relation to organizational culture and employees' motivation which revealed that the Equatorial Business Group Plc (EBG) was performing its activities based on strict rules and policies. This working culture is likely to make the employees not to be creative, risk taker and able to use their ability and skill. The company management staff has also a history that, lack of interest to retain experienced employees in the organization. They assume that if any employees are resigns, they can get easily and substitute him/her from the market.

The company link job satisfaction with many factors, for instance, fairness of rewards and motivation, growth opportunities, work load and stress, compensation and organizational culture, which this study seeks to investigate. Therefore, this research will help to fill this gap of where and how organizational culture relate and affects employee job satisfaction because it leads to high employee turnover, reducing organization's productivity and employee performance.

## **1.3 Research Questions**

The study aimed at addressing the following basic research questions:

What is the existing working culture of EBG?

What is the level of organizational culture at EBG?

What is the current culture practice at EBG?

#### **1.4 Objective of the Study**

The general objective of this study is to identify the practice of organizational culture at Equatorial Business Group Plc. Specifically; the objective of the study includes the following:

- ▲ To examine the existing organizational culture of EBG in terms of management of employees and success factor.
- ▲ To determine the nature of the organizational culture practice in EBG.
- ▲ To examine the level organizational culture at EBG.

#### **1.5 Scope of the Study**

EBG has four branches at different region, but to collect data from those regions could take much amount of money and time. Thus, in order to make the research manageable in terms of money and time, the researcher delimited the study to the head office. Moreover, in terms of units of study attention was given to employees at all level except employees working at branches. It tried to identify the practice of organizational culture by determining and examining the organization culture dimension.

#### **1.6. Limitation of the study**

Research on the link between organizational culture and job satisfaction is also limited by lack required organizational information such as organizational manual and policy. In addition to this Difficulty in collecting questioners on time, Confidentiality of in formations that can be major input for the research, negligence of some respondents, to respond to the questioner openly and timely, lack of sufficient time and finance to conduct the study were also among the various problems encountered by the researcher during the study.

#### **1.7 Significance of the Study**

The study intends to make contribution to existing literature on the practice of organizational culture in Ethiopian context. It also helps to show the management staff improves employee job satisfaction and organization's productivity through managing organization culture. In addition to this, the study may help to generate and add some information to the existing knowledge and serve as a springboard for researchers who are going to conduct the research in the same area or related discipline.

## **1.8 Organization of the Study**

This study consisted of five chapters. The first chapter is focused on the introduction part which in turn comprised of background of the study, statement of the problem, research questions, and objectives of the study, significance of the study, scope of the study, source of data, methods of data collection, data analysis methods, and organization of the study. The second chapter is devoted to review of related literature. The third chapter contains research design and methodology. The fourth chapter consisted of data presentation, analysis, and interpretation. The final chapter, which is chapter five, deals with summary of the major findings, conclusions, and recommendations.

## **CHAPTER TWO: REVIEW OF RELATED LITERATURE**

### **2.1. Theoretical Literature**

#### **2.1.1. Concepts and Definitions of Organizational Culture**

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

There are many definitions of organizational culture. Many authors as something to do with people and the unique quality and style of the organization have characterized organizational culture, and the way things are done in the organizations Deal, T & Kennedy, A, 1982. Sometimes, organizational culture also known as “corporate culture” is used to denote the more “commercialized” meaning of organizational culture Deal & Kennedy, 1982. Even though Organizational Development professionals have different beliefs of the exact meaning, all seem to agree that culture is an important success factor for the over-all performance of an organization. Schein, Organizational culture and leadership, 1992 defines organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

In organizational analysis, culture describes the influence and interaction among employees and between employees and the specific institution, organization or service they work in. Hence, contemporary organizations and companies are considered social groups, and in this way, their function should be studied and promoted. Studying an organization's specific culture is fundamental to the description and analysis of organizational phenomena Thyer, 2009. Organizational culture is a way for the organization towards organization future goals, which gives strengths to its managers to reduce weaknesses and threats. Organization culture is the cause of the way things are done. Culture is the thinking, values and believes of the organization. Organization culture is the process things are done in the organization-working environment with its perfect way the organization culture wants to be R M. , 2010.

## **2.1.2. Characteristics of Organizational Culture**

Even though culture may not be immediately observable, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. According to Stephen P. Robbins & Timothy A Judge, 2013 identifies seven characteristics of culture seem to capture the essence of an organization's culture:

### **1. Innovative Culture**

It is a degree in which employees are encouraged to be innovative and to take risks. If the culture of the organization is innovative and risk taking then employees will be more encouraged towards their work. Companies that have innovative cultures are flexible and adaptable, and experiment with new ideas.

### **2. Aggressive Culture**

The degree to which employees of organization is aggressive and competitive rather than cooperative. In this case mostly employees compete with each other for rewards and there is no unity among them to work for achievements of organizational goals. Companies with aggressive cultures value competitiveness and outperforming competitors: By emphasizing this, they may fall short in the area of corporate social responsibility Greene, J., Reinhardt, A., & Lowry, T.:2004.

### **3. Output Oriented Culture**

Copeland, M. V.:2004, July Research indicates that organizations that have a performance-oriented culture tend to outperform companies that are lacking such a culture Nohria, N., Joyce, W., & Roberson, B.:2003. At the same time, some outcome-oriented companies may have such a high drive for outcomes and measurable performance objectives that they may suffer negative consequences. Companies over rewarding employee performance experienced well-publicized business and ethical failures. When performance pressures lead to a culture where unethical behaviors become the norm, individuals see their peers as rivals and short-term results are rewarded; the resulting unhealthy work environment serves as a liability Probst, G. & Raisch, S.:2005.

### **4. Stable Culture**

Stable cultures are predictable, rule-oriented, and bureaucratic. These organizations aim to coordinate and align individual effort for greatest levels of efficiency. When the environment is stable and certain, these cultures may help the organization is effective by providing stable and constant levels of output Westrum, R.:2004. These cultures prevent quick action, and as a

result may be a misfit to a changing and dynamic environment. Public sector institutions may be viewed as stable cultures. In the private sector, company with centralized decision making and rule orientation that suffered as a result of the culture-environment mismatches Thompson, 2006.

### **5. People Oriented Culture**

People-oriented cultures value fairness, supportiveness, and respect for individual rights. These organizations truly live the mantra that “people are their greatest asset.” In addition to having fair procedures and management styles, these companies create an atmosphere where work is fun and employees do not feel required to choose between work and other aspects of their lives. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity Erdogan, B., Liden, R. C., & Kraimer, M. L.:2006.

### **6. Team Oriented Culture**

Degree to which the teams form to all works and to perform the work of the organization because through the team the common goals can be achieved successfully rather than working as an individual. Companies with team-oriented cultures are collaborative and emphasize cooperation among employees Bolino, M.C. & Turnley, W.H.:2003. Members tends to have more positive relationships with their coworkers and particularly with their managers Erdogan, B., Liden, R. C., & Kraimer, M. L.:2006.

### **7. Detail Oriented Culture**

The degree to which employees is expected to exhibit precision, analysis, and attention to detail. Organizational culture based on employee’s culture, and culture developed by the employees of organization. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others Fitch, S.:2004.

### **2.1.3. Theory of organizational culture**

Cultural anthropologists have proposed diverse and complex theories of culture that may be characterized by their particular assumptions, slants and emphases.

#### **Schein’s Theory of organizational culture**

According to Schein’s 1981, 1985, and 1992 theory, organizational culture is defined as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as a correct way to perceive, think and feel in relation

to those problems Schein, 1992. According to Schein, organizational culture is the learned result of group experiences, and it is to a large extent unconscious Schein 1992. Schein considers culture to be a three-layer phenomenon.

The first level of culture consists of visible organizational processes and various artifacts. For example, dress codes and the general tidiness of the workplace are artifacts that tell something about the organization's culture. The first level, according to Schein, is difficult to interpret, however, because it represents the most superficial cultural phenomena, i.e. only reflections of the true corporate culture. For example, behavior which is a cultural artifact is also influenced

by countless factors other than a company's culture Schein, 1992. The second cultural level in the Schein model consists of the organization's espoused values. These are apparent in, for example, the organization's official objectives, declared norms and operating philosophy. Espoused values, however, do not always reflect a company's everyday operations. Most important in terms of operations is the culture's deepest level, namely its underlying assumptions Schein, 1985.

### **Denison's Framework of Organizational Culture**

Following Schien, 1984 at the core of Denison's model are the underlying beliefs and assumptions that represent the deepest levels of organizational culture. These fundamental assumptions provide the foundation from which (1) More surface-level cultural components such as values and observable artifacts – symbols, heroes, rituals, etc. – are derived, and (2) behavior and action spring Denison, 2000.

In Denison's model comparisons of organizations based on relatively more surface-level "values and their manifest practices are made. Such values are deemed both more accessible than the assumptions and more reliable than the artifacts Denison, 2000 in Yilmaz, 2008. Denison's organizational culture model is based on four cultural traits involvement, consistency, adaptability, and mission that have been shown in the literature to have an influence on organizational performance Denison, 1990; Denison & Mishra, 1995

Theories about the unity of culture have been undermined by showing that various subcultures are evident in organizations.

### **Tharp's theory of Organizational culture**

Tharp , 2009 has noted some common features among the definitions that have been given to organizational culture through the years. First of all, they all include the concept of sharing; indicating that organizational culture is only developed within groups (even small ones). Secondly, organizational culture is considered to be a social construction, related to each organizations and employee's location, history, working environment and specific events. Finally, many definitions imply that organizational culture is multidimensional and multileveled and includes many cognitive and symbolic strata.

What is more, Schein, 1984 has distinguished is that three locations where an organizational culture is likely to be found:

1) Observable artifacts: They refer to an organization's specific attitudes, beliefs and behaviors and may include its location and architecture, technologies and products, mission statement and 12values, individual style (e.g. dress code of employees), language and jargon, practices and stories, and even the employees' sense of humor, taboos, or special rituals and ceremonies.

2) Espoused values: They are vindicated by the organization's superiors and may or may not be reflected in the employee's actual behavior. An organization's leadership should have significant influential skills, in order to make such values acceptable by employees. These values allow organizational members to interpret signals, events and issues that guide behavior.

3) Basic underlying assumptions: they refer to interpretative personal schemes used for perceiving situations, creating the basis for collective action. They develop over time, while members of a group create strategies to face problems and pass them along incoming members. Should superiors of an organization succeed in passing their schemes and values to the employees, those values may become so ingrained and taken-for-granted that employees act in certain ways unconsciously, while they experience the feeling of security and the sense of belonging.

Despite the variety of definitions and models suggested for the content and types of organizational culture, similar descriptions and characteristics can be found. In general, it can be said that organizational culture is defined in terms of employees and superiors, products, processes and leadership's espoused values Belias, D &koustelios, 2013.

#### **2.1.4. Function of Organizational Culture**

According to Robbins, S. P. and Judge T, 2007 culture performs several functions within an organization. First culture has a boundary-defining role: it creates distinctions between one organization and others. Second, it conveys a sense of identity for organization members. Third, culture facilitates commitment to something larger than individual self-interest. Fourth, it enhances the stability of the social system. Culture is the social glue that helps hold the organization together by providing standards for what employees should say and do. Finally, it is a sense making and control mechanism that guides and shapes employees' attitudes and behavior. A high degree of culture has a high influence on the performance and behavior of the employees.

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

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

#### **2.1.5. Measuring Organizational Culture**

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

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

Cameron and Quinn, 2006) created the famous Organizational Culture Assessment Instrument (OCAI), based on the four culture types mentioned above. The evaluation of culture made through those four core values, in a 2 x 2 competing values, Flexibility, and discretion

opposing Stability and control and Internal focus and integration versus External focus and differentiation.

Stability versus flexibility distinguishes between organizations that are more stable and organizations that promote innovation, personal growth, continuous organization improvement, and change. The competing values cross upon six dimensions: Dominant characteristics, Organizational leadership, Management of employees, Organizational glue, Strategic emphasis and Criteria of success. Schein, 1994 clarifies that value which is a set of social norms that define the rules or framework for social interaction and communication behaviors of society's members, is a reflection of causal cultural assumptions. Individuals who hold similar values may feel and interpret situations and events similarly Meglino, Ravlin, & Adkins, 1989 which can reduce uncertainty Schein, 1985, role ambiguity, and conflict Fisher and Gitelson, 1983, allow for the accurate prediction of other's behavior (Kluckhohn, 1951), and make successful interpersonal interactions more likely Meglino et al. 1989. Academics and practitioners argue that the performance of an organization is dependent on the degree to which the values of the culture are widely shared Peters and Waterman, 1982; Deal and Kennedy, 1982; Denison, 1990; Ouchi, 1981; Pascale and Athos, 1981 and Kotter and Heskett, 1992. Similarly, it is widely argued that shared and strongly held values enable management to predict employee reactions to certain strategic options and by reducing these values, the consequences maybe undesirable Ogbonna, 1993.

### **2.1.6 Types of Organizational Culture**

The four culture types of the competing values framework – Hierarchy, Market, Clan, and Adhocracy – are each rooted in a model of organizational theory research. Each theoretical foundation provides the organizational environment for the values and characteristics of each culture to take root and become prominently expressed. The concepts of each culture type as characterized by a set of six sub-dimensions that highlight a specific aspect of culture within the organization and serve as the assessment criteria for the OCAI, which is based off of the Competing Values Framework. The five sub-dimensions – dominant characteristics, organizational leadership, and management of employees, organization glue, strategic emphasis, and criteria for success – serve to describe the fundamental manifestations of culture within an organization. While not completely comprehensive, the six sub-dimensions do cover the major components of the culture. The dominant characteristics and organizational glue sub dimensions address the basic assumptions within the organization. Next, the organizational leadership and management of employee's sub-dimensions address

interaction patterns within the organization. Finally, the strategic emphases and criteria of success sub dimensions address organizational direction. Each sub-dimension serves as a lens to view a slice of the culture within the organization. When compiled together, they create a comprehensive culture profile of the whole organization as intended by the OCAI assessment Cameron and Quinn, 2011.

The Hierarchy culture, characterized by stability and an internal focus, is made up of a formal structured chain of command and control that emphasizes constancy, predictability, and efficiency. The Hierarchy culture type is one of the earliest and most widely adopted organizational culture types, particularly in government entities. In this culture type, there are clear decision makers, rules, and procedures that control and govern all aspects of the organization. The classical organizational theory that developed with the industrial age of the early 1900s provides the theoretical foundation for this cultural type. The fundamentals of this theory are that organizations will act rationally in order to maximize production through a systematic organization with labor division and specialization Shafritz, Ott, and Jang, 2011. Research by Weber, 1922, Taylor, 1916, and Gulick, 1937 form the basis of this theory. Weber refined the distinctive traits of an effective bureaucracy: rules, specialization, meritocracy, hierarchy, separate ownership, impersonality, and accountability. Taylor developed a scientific management research method to hone in the one best way to perform a particular organizational process. Gulick provided a principle based management method by introducing key principles for management. In sum, the Hierarchy culture focuses on managers maintaining unity and control to meet internal goals of production and effectiveness. The Market culture, characterized by stability and an external focus, produces a competitive organization that emphasizes results and achieving goals. The organization functions similar to a market focused on outward transactions with external communities that interact with the organization, such as suppliers, customers, licensees, unions, and regulators Cameron and Quinn, 2011. Stability and control arises through the competitive and economic drive to reach targets and grow the number of customers served, rather than through rules and specialized functions like a hierarchy. The Market culture type assumes that the external environment is hostile and requires the organization to fight and compete in order to improve its position and grow. Consequently the organization is driven by a constant push towards increasing productivity and making sure results are met. The organizational economics theory, which uses economics to study the internal structure and systems of an organization, provides the foundation for the Market culture. Introduced by Coase, 1937 the organizational

economics theory explains that the driving force for the formation of an organization is to internalize and reduce the costs of participating in the market for a given product or service. Specifically, Coase argues that organizations form in order to navigate an uncertain environment and to reduce the costs of transactions associated with delivering products and services to customers. Barney and Ouchi, 1986), Williamson, 1981, Jensen & Meckling , 1976, further the use of economic principles to improve organizational efficiency and effectiveness while still supporting management decisions and control.

The Clan culture, characterized by a flexible and internal focus, is a collaborative culture with a strong commitment to the people of the organization and their development, much like an extended family. Employees often work in semiautonomous teams and are rewarded based on production and goals achieved as a team, not as individuals. Employees are encouraged to actively participate in the development of the organization by providing their thoughts and input on how to improve production. Managers focus on empowering employees and help them development their skills. Facilitating this employee cultivation is designed to build commitment and loyalty from employees in order to have a more effective overall organization. Organizations need the energy, ideas, and skills people provide. People need the career, earnings, and sense of purpose that organizations provide. A poor fit between an organization and the individual leads to suffering for both, but a good fit will benefit both. Mayo's (1927) Hawthorne experiments introduced the human relations concept and bridged organizational thinking from classical organization theory to new ideas of interpersonal relationships, group norms, and differences in employee motivation based on each employee's needs. Follett , 1926 emphasizes a relationship between leadership and employees in which both groups interact as relative equals when responding to a particular situation. Maslow ,1943 provides a hierarchical framework for making sense of the complex needs and motivations of humans. McGregor, 1957 presents Theory X and Theory Y as contrasting managerial assumptions of employee motivation, where Theory X assumes employees inherently dislike work and they must be directed or coerced into performing their work duties and Theory Y assumes employees are self-motivated to work if they are committed to the organization and its objectives. Ott, Parkes, and Simpson, 2008 organize the concepts of the human resource theory into its most core themes of leadership, motivation, groups, work environments, power and influence, and organizational change. Finally, the Adhocracy culture, characterized by a flexible and internal focus, makes up a creative culture that promotes entrepreneurship, innovation, and unique ways to meet challenges and stay on the

leading edge. This culture type epitomizes the rapidly changing world that requires an increasing amount of creativity. In this type of organization, emphasis is placed on having an eye towards the future and being ready for whatever it may bring, which requires a lot of time preparing to change to meet the needs of the future. To do this, the organization structures itself so that it can quickly change courses as necessary. With rapid change, standard procedures and rules become less important and creativity and innovation become more important. Members of the organization must be dynamic and able to produce solutions to new challenges quickly. This culture arises from open-systems theories where the focus is on an organization's interaction and interdependence with its external environment. Katz and Kahn, 1966 frame this theory by looking at organizations as a part of a larger system where organizations continuously adapt as the environment changes. Thompson, 1967 explains that while most organizations are in reality open-systems, they operate and plan as closed-systems as a way to shy away from the uncertainty of the open system reality. In essence, the open-systems theory centers on organizations recognizing the influence of its external environment and how the actions by the organization in turn affect its environment.

### **2.1.7. Levels of Organizational Culture**

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

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

As the organization matures, artifacts take on a primary role in creating and sustaining the culture. Thus, the organization's future leaders will learn acceptable ways to behave through

such artifacts as the organization's structure, systems and procedures, rites and rituals, and myths and legends.

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

**Systems and procedures:** Every organization has routines procedures, reports, and other regular tasks. Their existence gives employees a degree of certainty and predictability. They also reinforce the organization's culture. An organization that values collaboration among employees might set up regular meetings among employees from several functions. An organization that assumes top managers should have the final say would set up review processes in which top managers could make decisions and issues orders Wright and Noe, 1996. **Rites and Rituals:** When people think of "organizational culture," they often think of the organization's rites and rituals. These are ceremonies incorporating forms of cultural expression such as recounting legends. Typically, they have prescribed form and are repeated according to the custom of the culture Wright and Noe, 1996.

**Stories, Legends, and myths:** Overtime, organizations create and preserve stories, legends, and myths. These (often-true) anecdotes are widely recounted within the organization. They tell of how the organization's leaders, handled a crisis or a surprise. These stores reinforce underlying assumptions and they teach new employees about the organization's assumptions. Stories, legends, and myths are a powerful but hard to manage category of artifacts. They are powerful because they can stir emotions and readily passed from one employee to another. Managers can actively recount stories that reinforce the values they consider important Wright and Noe, 1996.

### **2.1.8. Sustaining and Communicating Organizational Culture**

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

sustaining a culture. Selection practices, the actions of top management, and socialization methods.

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

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

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

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

## **2.2. The Concept and Definition of Job Satisfaction**

Job satisfaction defined as the "pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" Locke, 2008. It is worth noting that this construction of job satisfaction includes both cognition (appraisal) and affect (emotional state) because the two inextricably related within the job satisfaction construct Judge et al. 2001. Both affect and cognition are involved when we evaluate our jobs. Indeed, Judge et al. ,2001, 26 noted, "When we think about our jobs, we have feelings about what we think. When we have feelings while at work, we think about those feelings." It is generally recognized that

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

These facets also comprise the elements of the most popular instruments that measure job satisfaction e.g., Smith et al. 1969; Judge, Bono, and Locke 2000; Nagy 2002. The concept of job satisfaction has been broadly studied in literature, due to the fact that many experts, managers as well as researchers, believe its trends can affect and influence work productivity, employee turnover and employee retention. As Hussin, 2011 stated, job satisfaction plays a vital role in the life of an employee, because it affects the personal and social adjustment of the individual positively. On the contrary, job dissatisfaction adversely affects physical and mental health of the individual.

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

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

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

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

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

### **2.2.1. Dimensions of Job Satisfaction**

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

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

**Pay**, including amount, fairness, and equity

**Promotion**, 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

### **2.3. Empirical Reviews**

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

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

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

As per O'Reilly et al., 1991, due to the differences between employees' preferred and current organizational culture are likely to affect job commitment and turnover intention. Although employees' preferences should be measured, studied and utilized both in the frame of the specific organization they work in and in the frame of branches and national cultures. Assuring employee's wellbeing will improve their performance and productivity and make organizations, institutions, and companies more competitive.

Study conducted by ME Sempane, HS Rieger, and G Roodt Department of Human Resource Management Rand Afrikaans University, 2002 revealed that it is clear that employees with longer years of service progressively view organizational culture more favorably. This may once again relate to the fact that the new entrants into the business may have expectations that are not realized, hence their dissatisfaction. Huang and Chi, 2004 concluded that job satisfaction could make employees work hard and increase operational performance of the organization. Bellou, 2010, examine organizational culture relation on job satisfaction regarding with the gender and age. Result suggests that some cultural types effect on employees job satisfaction they may be personal growth opportunities, good reputation. Lund , 2003, examine impact of organization culture on job satisfaction of marketing employees in USA. The result shows that job satisfaction signification varied from organization culture-to-culture, clan culture (mentoring, loyalty, tradition) and adhocracy culture (innovation, entrepreneurship, and flexibility) higher level of job satisfaction then hierarchy culture. The study of Doughty, May et al., 2002 showed that the most appreciated job satisfaction factors were job involvement, cohesion among colleagues, support from superiors and opportunities for autonomous action.

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

Lund, 2003 adopted the competing value framework to explore the relationship between the four culture types and job satisfaction. The results pointed out to a positive relationship

between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Using a different yet closely similar model to the competing value framework, San Park and Kim, 2009 conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction was positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures was not statistically significant.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

This chapter explains how the research was undertaken. It deals with the overall perspectives and approaches upon which the research will be conducted and the implications of the method adapted along with the techniques and procedures to be used and why they used.

### **3.1. The Research Design and Approach**

As Saunders, M. Lewis, P., and Thornhill, A, 2009, explained studies can be classified into three according to their purpose i.e. exploratory study, descriptive study and explanatory study. Among these, the researcher used descriptive design. Some research problems call for combining both quantitative and qualitative methodologies. Researcher was adopted mixed methods approach where both quantitative and qualitative data collection techniques and analytical procedures are used in same research design Saunders, Lewis, and Thornhill, 2009. For the reason of explaining and predicting the phenomena on larger sample size this research adopted quantitative approach and in order to acquire an in depth understanding of facts and reasons of the occurrence, it was adopted qualitative approach. Therefore the researcher used mixed method approaches.

### **3.2 Population and Sampling Techniques**

The total populations of the study were employees and management staff with in head office. It is difficult to include branches located outside Addis Ababa, as it is expensive to undertake the study within a given time and economically not feasible for the researcher to conduct the study outside the capital. The researcher used confidence levels of 95% and sampling errors of 5% probability technique Cohen, 2009. From the target population of 460 staff a sample size of 240 staff members for the study were selected.

Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population Catherine, 2002. The researcher was used stratified sampling techniques to obtain estimate of known precision subdivision of the population by treating each subdivision as a stratum.

The composition of the target populations in this research paper were junior, senior, section head and managements of EBG. This implies that the populations under the study were not homogeneous. Hence, a stratified sampling technique was used for this research paper, which was conducted based on their job level as junior, senior, section head and managements. These 240 staff was selected by using proportionate stratified sampling technique and simple random sampling technique. After stratification as junior, senior, section head and

managements, the questionnaires were administered to all the managements, where as simple random sampling technique was used for senior and junior employees in whom every single element in the population has a known and equal chance of being selected as a subject

The sample size is determined by the following formula.

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

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

Applying the above formula,

$$n = \frac{460}{1 + 460(0.05)^2} = 213.95 = 214 \text{ rounding nearest to the greatest integer.}$$

Hence the sample size for this research was 240 employees of EBG.

**Table 1: Characteristics of respondents by job title**

S/No.	Category	Population	Sample Size	Percent
1	Junior	115	60	25
2	Senior	225	117	49
3	Section head	87	45	19
4	Manager	32	18	7
Total		460	240	100

### 3.3. Methods of Data Collection

The study used both primary and secondary sources of data. The two most commonly used primary data collection methods are the questionnaire. Both questionnaire and interviews have distinct features that have a bearing on the correct and appropriate use of each for specific data collection purposes Saunders, Lewis and Thornhill, 2009.

The primary data gathering tools used in for this study were as used standardized questionnaires namely; OCAI (Organizational Culture Assessment Instrument) Kim Cameron and Robert Quinn,2000, and JSS (Job Satisfaction Survey)which were developed by Spector, 1997.

The reason for using OCAI is every organization has its own mix of Clan, Adhocracy, Market and Hierarchy type of organizational culture. The secondary data will collect from various books, journals, articles, internet sources.

Survey research method was used for this study through the distribution of copies of questionnaire to collect necessary information from respondents. The questionnaire has two

main sections, the first part comprising 5 questions dealing with respondents' profile of biographical and organizational variables, whereas the second, which cover the major area of this study comprises of forty one measuring questions under different 4 categorical dimensions. Responses to the items on the questionnaire were on scale ranging from Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

### 3.4. Reliability and Validity of Instruments

Validity is the ability of the research instrument to measure what it is intended to measure Asika, 2000. Two types of standardized questionnaires used for the study: the Organizational Culture Assessment Instrument (OCAI) and the Job Satisfaction Survey (JSS) will administer to respondents to assess and determine the existing and preferred culture, and level of organization culture. The OCAI reliability and validity was checked by most scholars in the area and taken as standardized questionnaire for the organization culture study and the researcher used Cronbach's alpha coefficient reliability test method.

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

**Table 2: Reliability Statistics**

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
0.832	0.838	41

The Cronbach's Alpha coefficients for each variable range .812 to .832 for all 41 items under the consideration, if the total value is above 0.7, the scale is deemed to be reliable measure to examining the sample. This indicates that the items of this study have internal consistencies as they lied above the recommended cutoff.

### 3.5. Data Analysis Method

Data was analyzed through Quantitative approach with mean, standard deviation, percentage, frequency to investigate existing and preferred culture was applied to the questionnaire to determine whether there is any significant problem on practice of organizational culture. The data obtained through questionnaire was analyzed by using Statistical Package for Social

Science (SPSS) then, first the responses of the participants were coded in Excel spreadsheet and then exported to SPSS to analyze the findings. After exporting to SPSS, the raw data concerning the respondents' demographic and organizational variables were depicted using tables to be analysis, summaries and recommend.

### **3.6. Ethical Considerations**

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher was assuring the respondents about the purpose of the research paper and confidentiality of any information gathered on the introductory part of the research questionnaire. The researcher was consciously consider ethical issues in seeking consent, avoiding deceptions, respecting the privacy and protecting the anonymity of respondents that encounter during the study.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

### 4.1. The Response Rate of the Questionnaire

This chapter contains the presentation, analysis and interpretation of data. The questionnaire administered to the respondents, returned and the percentage of returned questionnaire was analyzed in the table 3 below.

**Table 3: Summary of Questionnaire Administered**

Job Level	Copies of Questionnaire Administered	Returned questionnaire	Percentage of Returned Questionnaire
Junior	53	51	96
Senior	122	110	90
Section Head	48	43	90
Manager	17	16	94
<b>Total</b>	<b>240</b>	<b>220</b>	<b>91</b>

Source: Researcher's Survey Result

The above table indicates the questionnaires administered to and returned by the respondents based on their job-level. As one can see from the table 3, 53 questionnaires were administered to junior officers of which 51 (96%) were returned. In the similar way 122 questionnaires were administered to the senior staff and 110 (90%) were returned. In addition to this 48 questionnaires were administered to section head and 43(90%) were returned whereas 17 questionnaire were distributed to managements and 16 (94) were returned. The response rate of junior staff was the highest (96%) followed by managements 90% whereas the response rate of the senior and section head were the lowest (90%).

## 4.2. Analysis of the Characteristics of Respondents

**Table 4: Demographic Characteristics of Respondents**

Variables		Percent	Valid Percent
<b>Gender</b>	Male	132	60
	Female	88	40
	<b>Total</b>	<b>220</b>	<b>100</b>
<b>Educational Level</b>	Diploma	54	24.54
	BA/BSC	138	62.73
	MA/MSC	28	12.73
	<b>Total</b>	<b>220</b>	<b>100</b>
<b>Work Experience</b>	Below 3 years	62	28.2
	3-5 years	110	50.0
	6-10 Years	26	11.8
	Above10 years	22	10.0
	<b>Total</b>	<b>220</b>	<b>100</b>
<b>Job Level</b>	Junior	51	23.2
	Senior	110	50.0
	Section Head	43	19.5
	Manager	16	7.3
	<b>Total</b>	<b>220</b>	<b>100</b>

Source: Researcher's Survey Result

Table3 deals with five distributions of respondents. Accordingly, 132(60%) male and 88(40%) female respondents were involved during the study. The data show that, female's participation was medium in the organization. Therefore, immense efforts are expected from the organization to encourage females' participation in the areas.

Consequently, there were a total of 240 respondents who were involved in the study. As a result, 138(62.7%) of the respondents were BA/BSC holders, 28(12.7%) were MA/MSC, and the rest 54(24.55%) were Diploma in their educational qualifications and the organization have well educated employees with a potential of performing their job effectively and efficiently. Thus, from the data one can conclude that, this study tried to cover respondents from different educational qualifications.

Whereas majority of the employees in the organization have service year for 3 to 5 which in turn indicate the existence of high turnover in the concerned organization. This is due to the fact that most of the experienced employees leave the bureau and fresh university graduates join it, implying the organization could not retain its experienced employees.

Job level is another organizational variable which is considered in this research. The researcher included the job level in the study to see where there is difference in the perception of organizational culture among junior, senior, section head and managements staff in Equatorial Business Group Plc. The result from the table 4 indicates that the majority of the respondents 50% (n=110) were senior staff, whereas 23.20% (n=51) were junior staff. The rest which depict small number of the participants were section head and managements, 19.50% (n=43) and 7.3% (n=16) respectively.

### **4.3. Descriptive Statics of the Organizational Culture Variables**

Understanding an organization's culture is the first step that any leader must take before considering any if and how a culture needs to be built, adapted or changed. Any culture grows up over many years of operation and one must first analyze it at lower level before using the culture to achieve an organization's purpose. Regardless of cultural type, managing culture in the contemporary world requires extreme care. Because cultures like personalities of individuals, take a long time to develop and change in most cases one can achieve better results by using an existing culture, good or bad, then by destroying an old culture and by building a brand new one. In addition, an organization consists of sub groups whose perceptions, beliefs, values and assumptions have great influence on performance, relationships, motivations, employee's job satisfaction, decision making process, and the effectiveness and success of their organization.

In the analysis to make the interpretation understandable, the mean score are converted in to percentage score using the formula, Rao and Abraham, 1991 cited in Mulatu, 2013: climate percentage score = (Mean value-1) x 25; where the score 1 corresponds to 0%, 2 represents 25%, 3 corresponds to 50%, 4 represents 75% and 5 represents 100%. The percentage indicates the degree at which the particular items exist in the organization under the consideration. The descriptive statistics of all dimensions with their measurement was explained in the following sections of this study.

**Table 5: The Dominant Characteristics of Organizational Culture**

S/N	Dominant Characteristics	N	Mean	Std. Dev
1	The organization is a very personal place	220	1.40	0.49
2	The organization is a very dynamic entrepreneurial place	220	1.49	0.50
3	The organization is very results oriented	220	2.10	0.95
4	The organization is a very controlled and structured place	220	2.40	0.98
	<b>Valid N (listwise)</b>	<b>220</b>		

Source: Researcher's Survey Result

As it is indicated in the above table 4, the mean score result of descriptive statics for dominant characteristics ranges 2.40 to 1.40. The items 'the organization is a very personal place' is poorly supported by the respondents with mean score 1.40 and standard deviation 0.49, followed by the statements 'the organization is a very dynamic entrepreneurial place' with mean score 1.49 and standard deviation 0.50. Due to this dominant culture, there is no place for innovation and skill identification and does not encourage employees to take risk for better return. Under dominant characteristics, the statement 'the organization is a very controlled and structured place' was slightly strong supported by the respondents with mean score 2.40 and standard deviation 0.98, in comparison with other items. In general the analysis of all items under dominant characteristics indicates low score so that the organization has to improve the situation to have optimal and favorable organization place to satisfy and retain employees.

**Table 6: The Organizational Leadership and Organizational Culture**

S/N	Organizational Leadership	N	Mean	Std. Dev
1	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	220	3.20	1.25
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating	220	2.50	1.69
3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	220	2.60	1.02
4	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency	220	1.54	0.53
	<b>Valid N (listwise)</b>	<b>220</b>		

Source: Researcher's Survey Result

The descriptive statics result for leadership variable indicates that some items under the dimension positively perceived by the participants. Item by item score indicates that the statement ‘The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing’ was positively supported by large number of the respondents with mean score of 3.20 and standard deviation 1.25, whereas the idea ‘The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency, aggressive, results-oriented focus’ was poorly supported by the respondents with percentage score, mean 1.54 and standard deviation 0.53. This implies that there are exemplify, mentoring, facilitating, and nurturing leadership culture, but leaders was inefficient on coordinating, organizing and smooth-running efficiency, this will be a cause for less growth and profitability of the organization. As a result of this the employees may loss rewards and incentive and they were dissatisfied.

**Table 7: The Management of Employees**

S/N	Management of Employees	N	Mean	Std. Dev
1	The management style in the organization is characterized by teamwork, consensus, and participation	220	2.90	1.45
2	The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness	220	2.80	1.08
3	The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement	220	1.78	0.59
4	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships	220	2.40	1.36
	<b>Valid N (listwise)</b>	<b>220</b>		

Source: Researcher’s Survey Result

Table 6 shows the OCAI assessment survey which asked participants about the management of employees in EBG. This sub-dimension focuses on how respondents perceive the style of management within the organization. The employee management characteristic of the market culture, which is characterized by hard-driving competitiveness, high demands, and achievement, was the lowest result with mean score of 1.78 and standard deviation 0.59.

Whereas the idea ‘The management style in the organization is characterized by teamwork, consensus and participation’ was supported positively by the respondent relatively with mean 2.90 and standard deviation 1.45. This result may imply the management was improving its management style in terms of innovation, freedom and risk-taking. This will be a cause for employee satisfaction because there are ways employee develop and bring new ideas for the growth and profitability of the organization.

**Table 8: The Strategic Emphasis**

	<b>Strategic Emphasis</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev.</b>
1	The organization emphasizes human development. High trust, openness, and participation persist	220	2.20	0.60
2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	220	1.88	0.95
3	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	220	1.55	0.50
4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important	220	2.40	1.12
	<b>Valid N (listwise)</b>	<b>220</b>		

Source: Researcher's Survey Result

The descriptive result analysis of the above table 7 indicates that the items of strategic emphasis variable dimension the idea 'the organization emphasizes permanence and stability, Efficiency, control and smooth operations are important' has highest percentage score mean 2.40 and standard deviation 1.12, whereas the statement 'the organization emphasis on trying new things and prospecting for opportunities are valued' is not supported by majority of the respondents with mean 1.55 and standard deviation 0.50. In general careful analysis of table 7 indicates the existence of poor perception of the employees toward the organization which must be taken into consideration by the concerned parties.

**Table 9: The Criteria of Success**

	<b>Criteria of Success</b>	<b>N</b>	<b>Mean</b>	<b>Std. Dev</b>
1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people	220	2.50	1.12
2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator	220	1.62	0.51
3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key	220	1.59	0.50
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	220	3.40	0.80
	<b>Valid N (listwise)</b>	<b>220</b>		

Each analysis in the above table 8 shows those items that measure criteria of success variable dimension has a mean score ranging 1.59 to 3.40 indicating the existence poor culture when considering individual items. The statement ‘the organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.’ has highest score of mean 3.40 and standard deviation 0.80, whereas the items stating ‘The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key’ has the lowest score mean 1.59 and standard deviation 0.50. This implies that the existence of low participation in the market place or low market competition. This implies that the organization defines success based on efficiency in the low-cost production in profitability of the organization.

**Table 10: Job Satisfaction (N = 220)**

S/N	Item Description	N	Mean	Std. Deviation
1	I feel I am being paid a fair amount for the work I do	220	2.10	1.22
2	My supervisor is quite competent in doing his/her job	220	3.80	1.08
3	I am not satisfied with the benefits I receive	220	3.80	0.98
4	When I do a good job, I receive the recognition for it that I should receive	220	2.20	0.87
5	Job performance evaluations done by my supervisor are fair and based on clear performance standards	220	3.00	1.00
6	Communications seem good within this organization	220	2.10	1.14
7	Those who do well on the job stand a fair chance of being promoted	220	2.70	1.35
8	My supervisor is unfair to me	220	1.50	0.50
9	The benefits we receive are as good as most other organizations offer	220	1.90	0.30
10	I do not feel that the work I do is appreciated	220	3.20	0.87
11	I find I have to work harder at my job because of the incompetence of people I work with	220	3.20	0.98
12	The goals of this organization are not clear to me	220	2.40	0.80
13	The organization payment method does force to leave from your jobs	220	2.70	1.42
14	The benefit package we have is equitable	220	3.00	1.19
15	There are few rewards for those who work here	220	1.62	0.52
16	I often feel that I do not know what is going on with the organization	220	1.82	0.38
17	I feel satisfied with my chances for salary increases	220	3.00	1.34
18	I am satisfied with my chances for promotion	220	3.00	1.00
19	My job is enjoyable	220	2.40	1.12
20	Work assignments are not fully explained	220	2.90	1.14

The items 'my supervisor is competent in doing his/her job and job evaluation is fairly done by my supervisor' were supported by majority of the participants under job satisfaction variable with mean score 3.8, 3 and standard deviation 1.08, 1 respectively this implies the employees was satisfied with their supervisor's ability to work. In addition to this, the idea 'feeling satisfied with chance for salary increment and promotion, and equitable for benefit package' were supported with mean 3 for each item and standard deviation 1.19, 1.34 and 1 respectively. This may indicate the employees may satisfy with fair distribution of salary increment and promotion without discrimination in terms of religion, ethnics and family relationship.

On the contrary 'I do not feel that the work I do is appreciated and I working with incompetence people' were more supported with percentage score of mean 3.20 and 3.20 respectively. Besides to this the item 'paid a fair amount for the work I do and communications seem good within this organization' with mean score 2.10 and 2.10 respectively were relatively poorly supported. Hence, the organization has to care for its experienced best performing employees and must pave and motivate the way in which it can retain them.

The complexity of environmental changes forces firms to search more efficient operational exploration for their development process. This means, increasing the efficiency will play important role in accelerating the development of the organizations. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee satisfaction.

Effective organizations should have a culture that encourages the employee satisfaction (Bhatti&Qureshi, 2007). Organizational culture has a profound influence on several key organizational variables (Cameron & Freeman, 1991). Also, the literature suggests that organizational culture affects individual attitudes and behaviors (Lund, 2003; Schein, 1992). One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh& Doherty, 2010).

There has been a long debate amongst researchers regarding the relationship between organizational culture and job satisfaction. Many researchers have found supporting evidence about the relationship between these two concepts (Schneider & Snyder, 1975; Field & Abelson, 1982; Hellriegel& Slocum, 1974; Kerego&Mthupha, 1997). Kerego&Mthupha

(1997) views job satisfaction as the evaluation of the organizational context, while organizational culture provides a description of the work context. They defined job satisfaction as the feeling of employees about their job. 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 will evaluate their satisfaction level according to what they perceive as being important and meaningful to them. The evaluation of the different aspects of the job by employees is of a subjective nature, and people will reflect different levels of satisfaction around the same factors. Research studies (Kerego&Mthupha, 1997; Robbins, 1993; Hutcheson, 1996) supported the five main job satisfaction dimensions as pay, nature of work, supervision, promotional prospects and relations with co-workers. Since the job dimensions are components of the organization, and represents its culture, job satisfaction is an evaluation of organizational factors.

## CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMENDATION

The main objective of this study is to determine the relationship between organizational culture and employees' job satisfaction in EBG and based on the findings to recommend the organization to create conducive organizational culture for its employees.

### 5.1. Summary of Key Findings

- Regarding socio demographic variables of the respondents, majority of the subjects were male comprising 132 (60%) whereas 88 (40%) were female respondents.
- The organizational variables included in this research were tenure of the respondents. Based on this, tenure of the respondents indicates 62 (28.2%) has service length below 3 years, 110 (50%) served 3-5 years, 26 (11.8%) stayed 6-10, whereas 22 (10%) of the subjects had service greater than 10 years. This implies that the existence low job satisfaction which in turn cause high turnover in the organization. With regard to the educational level of the subjects, 138 (62.73%) held bachelor's degree, 28 (12.73%) had master's degree whereas 54 (24.54%) were diploma graduates.
- Before undertaking the analysis the researcher conducted a test using Cronbach Alpha to make sure whether the study is reliable or not. The Cronbach Alpha for all items was 0.832 which is greater than 0.70 indicating the research is reliable.
- Regarding, leadership culture of the organization characterized by exemplify, mentoring, facilitating, and nurturing leadership culture, but leaders are less in coordinating, organizing and smooth-running efficiency this will be a cause for employee dissatisfaction because it may decrease their performance.
- The management style in the organization characterized by teamwork, consensus, and participation.
- All dimension of the organizational culture were descriptively analyzed. Among the dimensions the dominant characteristics had minimum score with mean score 1.85 whereas management of employee dimension has highest score with mean 2.47. Generally five dimensions comprising dominant characteristics, organizational leadership, management of employee, strategic emphasis and criteria of success were the dimensions below the minimum organizational culture score has to possess reflecting negative perception of the employees towards the organization. These areas require special attention by the organization and the appropriate measure should be taken to minimize employees' dissatisfaction.

## **5.2. Conclusions**

The main aim of this study was investigate organizational culture of EBG and recommend the organization to take corrective measures towards negatively perceived culture. Literatures indicate that the concept of organizational culture is not straight forward and there is no single, generally accepted definition or theory for the construct. However, a number of researchers defined it as a perception of organizational members and is shared, which can result in consensus among individuals. There are two primary techniques of measuring organizational culture- objective and subjective /perpetual/ techniques. The perpetual technique measures the individuals' perceptions towards their organization and was applied to this research study. Most of this research result discovered that, the Equatorial Business Group Plc. has poor organizational culture as perceived by its employees. To overcome this poor culture, the future employees should be professionally competent, sensitive and proactive, and action-oriented; and this is ensured by creating conducive organizational culture in all department of the organization. Because, improving organizational culture is improving job satisfaction, organizational performance and productivity, so that organization's management has to create conducive and optimal culture which enable to have happy and productive employees.

The results of this study might provide facts and figures that may be used by the managements of the organization, consultants and academicians for understanding the relationship between organizational culture and job satisfaction as well as how the different groups within the organization perceive their culture. A number of limitations were identified during the courses of this study such as considering only head office which reduces the generalizability of the research. Lack of similar research done in the country was another limitation of the study. Therefore the research paves the way to other research opportunity in another private limited company in our country to see the relationship and impact of organizational culture on job satisfaction.

Finally, the level of employee job satisfaction affected by the current cultural practice of the organization due to this the employees are dissatisfied. Human resource is one of the most important assets of an organization. If an organization wants to increase its effectiveness and efficiency then there is need of efficient and energetic mind with new ideas. Employees

perform in a relaxed and good working environment providing good performance that result in their satisfaction.

### **5.3. Recommendations**

- ❖ It is recommended that the organization had better continues focusing on the areas in which it is doing well and find ways to improve those areas it is doing worse/poor.
- ❖ The organization has to investigate the issues and concerns of dominant characteristic. This dimension reported a mean score of 1.40 indicating that employees negatively perceived on organization's result oriented and a place sharing employees themselves. Hence, the organization could arrange suitable personal place for sharing themselves.
- ❖ Besides, the organization should address concerns relating to strategic emphasis issue. The results indicate that this dimension reported a mean score of 1.55 indicating that employees perceive opportunities to further their knowledge and expertise in a negative light. The organization should thrust, openness and motivate to create new things and generate new business idea.
- ❖ The management should provide recognition and appreciation for best performing and experienced employees by providing financial and non-financial incentives to facilitate job satisfaction for instance, incentive payment, announcement at meetings, personal letters, a rotating trophy, and education and training within and outside the country, so that the organization can retain them.
- ❖ It is very important for the organization to revise rules, regulations, and procedures and some flexibility that enable members to use their potential and give recognition for the good work, and be creative, motivate, develop belongingness and commitment effective for the successful achievement of organizational goal
- ❖ The management should improve that, the existence of supportive, employee oriented, recognition from supervisors, managers and their co-workers will helps them to bring new ideas and suggestions for the betterment of organization. This culture will encouraged taking part in decision making, thus if employees motivated and more happy from work, in these type of organizational culture and as a result they become extremely satisfied with their jobs and organizational environment.
- ❖ Generally the organization has to reconsider and improve majority of its culture namely those which are poorly perceived (below average) i.e. below 50% such as dominant characteristics, management of employees, institutional leadership, strategic emphasis and criteria of success.

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## Appendix A



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### St. Mary's University School of Graduate Studies MA in Business Administration (MBA)

#### Questionnaire to be filled by EBG Staffs

#### Dear Respondent:

This questionnaire is designed to ask the relevant information for the research carried out on the topic of “**The Practice of Organizational Culture at Equatorial Business Group Plc.**”. The study is conducted for academic purpose for partial fulfillment of the requirements of the Master of Business Administration. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me as much as possible as per the indicated time. /To be returned within a week/

Thank you in Advance!

**Elias Tadesee**

### General Directions

1. No need of writing your name
2. Please put a tick (✓) mark in the box for your answer and for the number of your choice for the alternatives given.
3. If you require further clarification or details, please contact me with either of the following address: Tel. 09-13-15-81-47, Email:elitadesse99@gmail.com

### Part I. Information about Demographic Data

1. Sex:    A. Male                          B. Female
2. Age:    18-32                          33-45                          46-60
3. Educational Qualification  
A. 12 complete                          C. BA/BSC      
B. Diploma                          D. MA/MSC    . PHD
4. Year of service in the organization  
A. Below 3 years      
B. 3-5 years      
C. 6-10 years      
D. Above 10 years
5. Your job category in the organization  
A. Manager      
B. Section Head      
C. Senior      
D. Junior

## Part II. Diagnosing Institutional Culture in your Organization

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

Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)
---

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

4.1	The organization emphasizes human development. High trust, openness, and participation persist.					
4.2	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
4.3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
4.4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
5	<b>Criteria of Success</b>					
5.1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people					
5.2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
5.3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
5.4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

### Part III. Job Satisfaction

This questionnaire is to describe your level of satisfaction in your job. Please indicate your level of satisfaction with various facets of your job by making “√” mark in the box under the alternatives given 1,2,3,4 and 5.

Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), Strongly Agree (5)						
1	I feel I am being paid a fair amount for the work I do.					
2	There is really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefits I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	Job performance evaluations done by my supervisor are fair and based on clear performance standards.					
7	Communications seem good within this organization.					
8	Those who do well on the job stand a fair chance of being promoted.					
9	My supervisor is unfair to me.					
10	The benefits we receive are as good as most other organizations offer.					
11	I do not feel that the work I do is appreciated.					
12	I find I have to work harder at my job because of the incompetence of people I work with.					
13	The goals of this organization are not clear to me.					
14	The organization payment method does force to leave from your jobs.					
15	The benefit package we have is equitable.					
16	There are few rewards for those who work here.					
17	I often feel that I do not know what is going on with the organization.					
18	I feel satisfied with my chances for salary increases.					
19	I am satisfied with my chances for promotion.					
20	My job is enjoyable.					
21	Work assignments are not fully explained.					

**Thank you!**

## Appendix B

### Descriptive Statistics

	N	Mean	Std. Deviation
The organization is a very personal place	220	1.4000	.49102
The organization is a very dynamic entrepreneurial place	220	1.4864	.50095
The organization is very results oriented	220	2.1000	1.04641
The organization is a very controlled and structured place	220	2.4000	1.11609
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.	220	3.2000	1.25185
The leadership in the organization is generally considered to exemplify entrepreneurship, innovating	220	2.5000	1.69204
The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus	220	2.6000	1.02213
The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency	220	1.5409	.52617
The management style in the organization is characterized by teamwork, consensus, and participation	220	2.8000	1.07949
The management style in the organization is characterized by individual risk-taking, innovation, freedom, and uniqueness	220	2.9000	1.44898
The management style in the organization is characterized by hard driving competitiveness, high demands, and achievement	220	1.7818	.58726

The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships	220	2.4000	1.35956
The organization emphasizes human development. High trust, openness, and participation persist	220	2.2000	.60137
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	220	1.8773	.95009
The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued	220	1.5500	.49863
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important	220	2.4000	1.11609
The organization defines success on the basis of the development of human resources, teamwork, employee commitment, and concern for people	220	2.5000	1.12058
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator	220	1.6182	.50535
The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key	220	1.5864	.50277
The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical	220	3.4000	.80182
I feel I am being paid a fair amount for the work I do	220	2.1000	1.22344

There is really too little chance for promotion on my job	220	3.0000	1.34470
My supervisor is quite competent in doing his/her job	220	3.8000	1.07949
I am not satisfied with the benefits I receive	220	3.8000	.98203
When I do a good job, I receive the recognition for it that I should receive	220	2.2000	.87377
Job performance evaluations done by my supervisor are fair and based on clear performance standards	220	3.0000	1.00228
Communications seem good within this organization	220	2.1000	1.13837
Those who do well on the job stand a fair chance of being promoted	220	2.7000	1.34843
My supervisor is unfair to me	220	1.5000	.50114
The benefits we receive are as good as most other organizations offer	220	1.9000	.30068
I do not feel that the work I do is appreciated	220	3.2000	.87377
I find I have to work harder at my job because of the incompetence of people I work with	220	3.2000	.98203
The goals of this organization are not clear to me	220	2.4000	.80182
The organization payment method does force to leave from your jobs	220	2.7000	1.42098
The benefit package we have is equitable	220	3.0000	1.18591
There are few rewards for those who work here	220	1.6227	.52205
I often feel that I do not know what is going on with the organization	220	1.8227	.38277
I feel satisfied with my chances for salary increases	220	3.0000	1.34470
I am satisfied with my chances for promotion	220	3.0000	1.00228
My job is enjoyable	220	2.4000	1.11609
Work assignments are not fully explained	220	2.9000	1.13837
Valid N (listwise)	220		

