



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

**ASSESSMENT OF ORGANIZATIONAL CULTURE AT COMMERCIAL
BANK OF ETHIOPIA IN SOUTH ADDIS ABABA DISTRICT BRANCHES**

**BY
YOSEPH MOGES**

**JUNE 2019, SMU
ADDIS ABABA, ETHIOPIA**

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List of Acronyms

CBE = Commercial bank of Ethiopia

BBM = Branch Business Manager

BOM = Branch Operation Manager

MBC = Manager Branch Control

SBBO = Senior Banking Business Officer

SBOO = Senior Banking operation Officer

CSO = Customer Service Officer

CRO = Customer Relation Officer

BBO= Banking Business Officer

BOO = Banking Operation Officer

CSM SALES = Customer service Manager Sales

CSM SERVICE = Customer Service Manager Service

DBO = Digital Banking Officer

SPSS = Statistical Package for Social Science

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Abstract

The study focuses on assessing organizational culture of CBE south Addis Ababa district branches. The main objective of the study is to determine the prevalent organization's cultural dimensions in the organization. The research design adopted for this study was descriptive research design by which the research sought to collect both quantitative and qualitative data from employees of the bank. The target population comprised 2350 employees from south Addis Ababa district out of which 318 samples were drawn using convenience sampling method. The collected data was coded and analyzed using SPSS20 and Microsoft office tools. The result of the descriptive analysis indicated that the prevalent overall organizational culture of the CBE was not strong. The result also implies that team work, stability and attention to details cultural dimensions have relatively higher existence while innovation and risk taking, people orientation, outcome orientation, and aggressiveness cultural dimensions had lower existence in the organization. The result also shows that, although there are committed employees that add positive value to the culture of the organization there is a high degree of employee turnover that added to negative values to the culture of the organization. Hence concluding that the overall culture of the bank edges to the negative end of the scale. The study recommends that while it keeps on strengthening the existing positive cultural elements, the institution should also provide effective integration & coordination of systems among departments, continuously develop their employee's skills & capacity and reinforce people orientation. It should also embrace an innovating culture and encourage employees to adhere to culture of outcome orientation.

Key Words: *Overriding Culture, Organization culture, innovation and risk taking, people orientation, outcome orientation, aggressiveness, team work, stability and attention to details*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

An organizational culture is thus a system of shared beliefs and attitudes of members. It is also called “shared culture”, consists of norms, values and unrecorded rule of conduct of organization, as well as management styles priority, beliefs and interpersonal behaviors that overcome. Together, they create a climate that influences how well people connect, plan and make judgements (Chandan, 1994, p. 410).

Organizational culture has a pervasive effect on an organization because it defines who its relevant employees, customers, suppliers, and competitors are, and how to interact with these key actors (Barney, 2012). The culture’s intensity or strength, and its adaptiveness are the components that enable organizations to meet the twin demands of internal consistency and external flexibility (Schein, 2011). When employees are made aware of the culture of their company they will appreciate both the organization’s past and present system of operation. This gives direction about the way to behave in the future and an also promote the organization’s way of life by enhancing shared feelings. Therefore, any organization that has a well stipulated culture often works toward common goals and can achieve efficiency because workers share success oriented ideals.

Over the last two decades, there have been phenomenal changes in organizational management in the world (Schein, 2011). This has been attributed to new aggressive competition in the marketplace alongside the growing diverse employees in many organizations (Rhine & Christen, 2012). The complexity of business environment has also forced organizations to search for more efficient management strategies. As a result, a focus on organizational culture is getting great importance in the business sector.

According to Kotter (2012) organizational culture has a direct impact on a variety of organizational variables.

Hofstede (2007) Research also shows that if employees are guided by the same norms and values in their organization, their performance would improve.

In 1980s, scholars in organization management began giving series consideration to the idea of culture. Organizational practice had directed academics and scholars to get motivated mainly on documenting, constructing and clarifying models of organizational phenomena that were already

tried in the field of management. However, organizational culture has been an area in which theoretical work and scholars have providing assistance for mangers as they have searched for ways to advance the success of organizations (Cameron & Quinn, 1999, p. 156).

The Commercial Bank of Ethiopia is expectable to retain good organizational culture with its employees by holding experienced and inspired employees. But, the Bank's management has not made a attentive and strategic effort to manage its culture in a well-coordinated way that brings about organizational excellence. However, experts show that there have been multi-dimensional difficulties on the part of the staffs at CBE. For example, the employees do not communicate with each other capably and have less cooperation with each other; there is also a high load of tasks which may lead them to be dissatisfied with their jobs. These difficulties may be related to the existence of poor organizational culture in the Commercial Bank of Ethiopia (Shimeles, 2010). Thus, this study targeted at studying the overriding organizational culture of the Commercial Bank of Ethiopia (CBE) and identifying issues related to dominant organizational characteristics, leadership, performance management, innovations as well as strategic emphasis.

1.2. Statement of Problem

Several reasons could be given for the failure of an organization but none of them parallel organizational culture. The most frequently sighted reason given for the failure was a neglect of the organization's culture. Cameron and Quinn's mode of competing values frame work consists of four competing values that correspond with four types of organizational culture. Every organization has its own combination of these four types of organizational culture.

The major distinguishing features of top performing organizations, their most competitive advantage, their powerful factor and their key ingredient in their success is considered to be their Organizational culture. Using Organizational Culture Assessment Instrument (CBE) commercial bank of Ethiopia can identify its current culture. The management of the CBE can exploit what employees identify, their perceptions on both existing culture and their desired future culture.

Congruence between individual and organizational culture contribute to higher level of performance (Cameron and Quinn, 2006) and this will enable CBE to fulfill its mission and vision. Fulfilling mission and vision is transferring oneself to higher (great) organization. The critical tool for the transfer is then the congruence between individual and organizational culture.

A problem usually implies unanswered question in the researcher mind or difference of opinion exists (Best, 2005). Every employee raises different questions in association with the organizational culture. Many organizations struggle with getting all employees "on the same page" regarding company values and vision. While it is desirable that employees have a thorough understanding of their organization's culture, it is not easy to achieve. Furthermore, as important as cultures are to an organization, they are difficult to assess (Schein, 1985).

Every organization is assumed to have its own culture. However, organizational culture is hidden and difficult to identify. According to Schien (1989, p. 275), culture does not reveal itself easily. It is clearly there, but to articulate it and to describe it requires great patience and effort. Organizations develop a brilliant strategy and then fail to execute; they embark on a major change that does not get successfully implemented or takes too long. A leader who has sat at the executive table, where good decisions are made; agreement is achieved; commitments are made; s/he may watch, get perplexed, as little or nothing happens. Creative idea and innovative plans become stymied by bureaucratic process and energy draining efforts. In most cases, the cause of all these is the absence of a performance culture (Reid & Hubbel, 2005, p. 125). Several empirical studies have also supported the existence of positive link between organizational culture and performance (Kotter & Keskett, 1992, P. 202). Hence, a high degree of organizational performance is related to an organization, which has a strong culture with well integrated and effective set of values, beliefs and behaviors (Cameron & Quinn, 1999, P 160).

Therefore, the practice of organizational culture would get due attention as other aspects of the organizational problems in government banks. Thus, the study focused on the assessment of organizational culture practices in Commercial Bank of Ethiopia in Addis Ababa.

1.3. Research Questions

The study was conducted with the aim of providing answers to the following basic research Questions:

- What are the current dominant cultural dimensions at CBE?
- What are the negative cultural values within CBE?
- What are the positive cultural values within CBE?
- What measures should be taken to promote desired culture in CBE?

1.4. Objective of the Study

1.4.1 General Objective

The general objective of this study was to assess and to analyze organizational culture which has been in practice at the Commercial Bank of Ethiopia in its current situations.

1.4.2 Specific Objective

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

- Assess the present leading cultural dimensions at the Commercial Bank of Ethiopia in its current situation;
- Identify the positive cultural values in the CBE
- Identify the negative cultural values in the CBE
- Identify necessary measures that should be taken to promote desired organizational culture(s) within the Bank.

1.5. Significance of the Study

This study is useful in the following regards:

- Provides insights and information on organization culture in commercial bank of Ethiopia. These insights and information could be used for branch managers, owners, and decision makers for training of staffs, introducing reforms and other related measures.
- Initiates further discussion and research on organizational and individual behavior of the banking sector which may contribute to the development of useful knowledge and practice to Ethiopian economic development.

1.6. Delimitation of the Study

This study would be more important, if all Addis Ababa branches of commercial bank of Ethiopia included. However, the scope of the study was delimited to the Commercial Bank of Ethiopia south Addis Ababa district due to time and other technical reasons. The study focused on the core values that are shared by the majority of the Bank's members and one of the visible organizational cultures, about organizational structure. As a result, this study would not attempt to study the sub-cultures that might exist in different divisions of the Bank because of time and other constraints. Commercial Bank of Ethiopia has many branches and employees in Addis Ababa. However, the study was delimited to the Commercial Bank of Ethiopia employees and managers who were working in the south Addis Ababa district. It is convenient to conduct the study and get relevant information from; the Commercial Bank of Ethiopia employees and managers working in the south district. The employees who were involved in this study as sources of data were those

employees who could read and understand English. This is because these employees were believed to have a better chance of understanding the Bank's culture and give relevant information.

1.7. Operational Definition of Key Terms

Culture: - is viewed as a system of shared values, beliefs and basic assumptions that distinguishes CBE from the other and influences the way employees think, feel and behave in CBE.

Cultural Values: - are viewed as the commonly held standards of what is acceptable or unacceptable, important or unimportant, right or wrong, workable or unworkable, etc., in CBE.

Dominant culture: - is a cultural practice that is dominant within a CBE, in which multiple cultures are present.

Desired culture: - are the cultures that CBE is trying to instill in their employees

Organization: - As defined by Hodge, Antony & Gales (1996) Organization is a social entity where two or more people are working together cooperatively within identifiable boundaries to accomplish a common goal or objective.

1.8. Organization of the Study

The study has been composed of five chapters. The first chapter deals with the introduction part includes the background of the study, statement of the problem, objectives of the study, research question, significance of the study, delimitation/ scope of the study. Chapter two has included related literature review where detail discussion about the topic has been undertaken. The third chapter has presented the research design and methodology. In the fourth chapter data presentation, analysis and interpretation have been discussed. The last chapter covered the summary of major findings and conclusions drawn from the findings and also the possible recommendations has been forwarded by the researcher.

CHAPTER TWO

RELATED LITERATURE REVIEW

In this part of the study, the researcher has reviewed related literatures. This chapter includes the theoretical review, empirical review from previous related works and finally conceptual framework has formulated. Furthermore, lessons drawn from literature were forwarded.

2.1 Theoretical Literature

2.1.1 Definition of Organizational Culture

There is no single definition for organizational culture. The topic has been studied from a range of viewpoints ranging from disciplines such as anthropology and sociology, to the applied disciplines of organizational behavior, management science, and organizational commitment. The following definitions are views of authors from the applied sciences disciplines and are more relevant to the scope of this research document. Schein (1999) defines culture as a arrangement of collective basic assumptions that the group learned as it resolves problems of external adaptation and internal integration that has worked well enough to be measured valid and, therefore, to be qualified to new members as the correct way to perceive, think, and feel in relation to those problems.

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

Organizational culture are often outlined because as the system of values, beliefs, assumptions, or norms that have long been in force, agreed upon and followed by the members of an organization as a code of conduct and solving problems in the organization (Sutrisno, 2011). Upon close examination of the definitions, it can be assumed that there exists a general agreement that organizational culture comprises common beliefs, attitudes, and values. These values help employees to understand how they should act in their organization. According to Stephen (2009), organizational culture is built on common attitudes, beliefs, customs, and written and unwritten rules that have been developed over long period and are considered valid. Also called corporate culture, it's shown in:

The ways the organization conducts its business, treats employees, customers, and the wider community.

- The degree to which freedom is allowed in decision making, developing innovative ideas, and personal expression,
- How authority and information stream or flow through its hierarchy, and
- How committed employees are towards collective objectives.

2.1.2 Importance of Organizational Culture

Organizational culture contributes to the proper functioning, fostering communication, socialization of new members, creating trust and adoption of common means in order to achieve objectives. The withdrawal of a member is strongly felt because any new employee requires resources, time and much perseverance. Organizational culture is an important framework and teaches the employee what is accepted and what is not in the organization. The behavior of the bosses and of the colleagues represents a significant milestone for a new employee because he reports his expectations, ideas and attitudes to it. If between the formal and informal elements exist big differences, then the employees' perception will be conflictual and it will be most likely to have as a result a predominant adaptation to the informal structure and the manifestation of an inappropriate behavior with unfavorable results for the company (Lowe and Media, 2004). According to Robins and Judge (2015) organizational culture gives the following importance:

Unity

A collective organizational culture helps to unite workforces of different demographics. Many employees within an organization come from diverse backgrounds, families and traditions and have their own cultures. Having a common culture at the place of work gives them a sense of unity and understanding towards one another, stimulating better communication and less conflict. In addition, a shared organizational culture promotes impartiality by ensuring no worker is mistreated at the workplace and that each is treated similarly.

Loyalty

Organizational culture helps to retain workers inspired and trustworthy to the management of the organization. If workforces view themselves as part of their organization's culture, they are more eager to want to contribute to the entity's success. They feel a higher sense of completion for being a part of an organization they care about and work harder without having to be coerced.

Competition

Healthy struggle among workforces is one of the consequences of a shared organizational culture. Employees struggle to perform at their best to earn recognition and gratitude from their superiors. This in turn increases the quality of their work, which helps the organization prosper and flourish.

Direction

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

Identity

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

2.1.3. Role of Organizational Culture

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

- Organizational culture creates the border beyond which no workers are allowed to go.
- An organization is well systematized by its culture hence the culture of an organization provides constancy and people like to continue with the organization.
- The social recognition of the organization makes the recognition grow and develop in all ways.
- Organizational culture acts as a motivator that guides and controls employees' activity.
- Culture gives growth to a positive attitude, manner and behavior.

2.1.4 Reasons to Build a Better Organizational Culture

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

1. Leaders must set the examples by living the elements of culture: values, behaviors and actions.

2. An organizations norms and values are not formed through speeches but through actions and team learning. A strong culture is more than a slogan and empty promises.
3. Organizations with clearly codified cultures enjoy labor cost advantages for the following reasons:
 - These organizations become better places to work.
 - These organizations become well known among prospective employees.
 - The pool of prospective employees“ grows.

2.1.5 Importance of Matching People with their Organizational Culture

According to Kahn (2005) matching individuals to organizations is a crucial part of success for any company. The match between people and the corporations for which they work is determined by the kind of organizational culture that exists. The degree to which an organization’s values agree with the values of an individual who works for the company determines whether a person is a good match for a particular organization. The shared rules by which an organization operates define its culture. These rules are designed by mutual behaviors, values and beliefs. Culture forms the basis for how individuals work within the context of the organization. The way a group or individual behaves, defines what is “normal” and “what is not normal” is determined by culture of the organization. Culture can be defined either by a set of observable behaviors or by the underlying values that drive behavior. In large organizations, vision statements, mission statements and statements of values are often formalized to describe the company’s culture.

2.1.6 Organizational Culture as a Competitive Advantage

Kotler & Keller (2006) stated that a competitive advantage is a company’s ability to perform in one or more ways that competitors cannot or will not match Organizational culture is one of the components that are important to sustaining performance, competitive advantage, and a good reason for being a great organization.

Madu (2012) A leader can create a culture that distinguishes his/her organization as a great place to work for. A leader generates a culture of commitment, through the distribution of organizational resources, rewards, and promotions that inspires competitive behavior. The best way to encourage competitive advantage is to continuously encourage individuals to innovate new advantages. A leader who is consistent in behavior of paying attention to operating efficiency and encouraging subordinates to be creative will gain low cost advantage over rivals.

Thompson, Strickland & Gamble (2005) states that companies get strong market positions for the reason that of the low cost benefits they have achieved over their rivals and their consistent ability to underprice their competitors. However, at the other extreme a leaders discrepancies in what the leader pays attention to can empower subordinates to pay less attention, and defaulting on what the leader desires (Madu 2012).

2.1.7. Key Features of Organizational Culture

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

- Culture is shared by the all employees of the organization.
- Culture helps members of the organization to solve and understand the things that the institute encounters, both inside and outside.
- Because the assumptions, beliefs, and expectations that make up culture have worked over time, members of the organization believe they are valid. Therefore, they are taught to people who join the organization.
- These assumptions, beliefs, and expectations strongly influences how people perceive, think, feel, and behave within the organization.

2.1.8 Primary Characteristics of Culture

As stated earlier these key characteristics are the dimensions developed Robbins (2009). These primary characteristics define an organization's culture as a whole and the ones that help shape up the organization's 'personality' and are very general characteristics that every organization would have to look interested in; otherwise the culture would seem imperfect. Even though all these characteristics are at approximate level a part of every corporation, the importance and individual explanation of each differs from business to business, thus making each business distinctive in its own system. According to Robbins (2009) there are 7 primary characteristics that belong to an organizational culture. These are:

Innovation and Risk taking

- The degree to which workers are stimulated to be creating and take risks.
- Risk and returns go hand in hand. Places where you take a risk; the probabilities of returns are higher. Same goes for advancement. You could also be a follower or a pioneer. Founding has its share of risks, but at times it can also have a breakthrough outcome for

the organization. Thus, innovation and risk taking is one of the main characteristics of organizational culture describing how much possibility the business allows for innovation.

Attention to Detail

- The degree to which workers are expected to exhibit precision, analysis, and attention to detail. It describes how much importance a business allots to accuracy and detail in the workplace. This is also a widespread value as the degree of attention the workers are predictable to give is crucial to the success of any business.

Outcome Orientation

- The degree to which organization focuses on results or outcomes rather than on technique and process.

People Orientation

- The degrees to which management decisions take into consideration the consequence of outcomes on individuals within the organization. This is one of the most argumentative issues in organizational culture today. How much would the management concentrate on the people? Some organizations are well-known for being employee oriented as they focus more on generating a better work atmosphere for its 'associates' to work in. Others still are old-fashioned in nature, treating employees no better than work-machines.

Team Orientation

- The degree to which work activities are prearranged around teams rather than individuals.
- It is a well-established truth today that synergistic teams help give better outcomes as compared to individual energies. Each organization makes its energies to create teams that have complementary skills and effectively work together.

Aggressiveness

- The degree to which people are competitive rather than easygoing.

Stability

- The degree to which organizational activities stress retaining the status quo in opposite to growth.

- Whereas some organizations believe that constant change and innovation is the key to their growth, others are more attentive on making themselves and their processes stable.

2.1.9 Levels of Organizational Culture

More specifically, culture is represented by artifacts (Kroeve & Kluckhohn, 1963, p. 201), espoused values (Martin, 1992; Martin et al. 2004, p.4) and basic (deep) assumptions (Smircich, 1983, p. 339). Understanding these fundamental levels of culture is absolutely crucial according to Randall Grayson (1992, p. 301).

Artifacts

According to (Martin 1992:4) artifacts include all the phenomena that one sees and hears within one encounter a new group with an unfamiliar culture. Artifacts are the observable mold which includes things, behaviors and feelings for example things might include clothing (dress), office layout, technology used rituals and ceremonies common language as symbols, journals, books, fire circles, and sculpture. Behavior could include how people conduct meetings, what they are like with each other the activities they engage in how, they go through their day, working hours what people do in their time off, etc.

Artifacts are representation of structure, policies activities and products. Because artifacts are so inclusive of just about everything people note and think about, that is often the level of many culture analyses in other words when people study or study culture, it is frequently, on the level of objects, behaviors, and feelings. This is unfortunate, because artifacts don't tell you a lot of what you must know about culture to get at why, the culture anthropologist must talk to the people in the environment and find out what the espoused value and deep assumption are (Kroeber and Kluckhohn. (1963 p 201).

Espoused Values

Espoused values are non-discussable assumptions supported by articulated sets of beliefs; norms and operational rules of behavior shared by the employees of an organization. These are guidelines for behaviors and actions reflecting the organization's values do not as wary principles, ethics for behavior. Example of espoused values do not as wary dictate identical behaviors and working styles so in order to understand the full culture picture, a close examination of the deepest large named "basic assumption" required. (Kroeber and Kluckhohn 1963:p 128).

According to (Martin 1992: 2004 p:4). Espoused values, are the principles that the organization openly advocates. That are what the organization wishes to be true insight into culture must also

top espoused value and deep assumption and see how they both relate to the artifact. Espoused value can be found in things like brochures, web sites, mission statements, "we believe that why we do it this way," posters, orientation speech or, manuals and handbooks, principles, and other documents. A fairly thorough list of these values can usually be made quite readily, although, it is rarely all in one place. Complete and organized lists usually require some involvement of senior administration whiles discussing things, like structure, policies, and outcomes some examples of things that end upon such lists are integrity, teamwork, empowerment, expert staff, good communication, nonhierarchical innovative individual attention, selflessness, learning organization, deeply care for staff physical and emotional health, professing deep care for staff physical and emotional health, professional development and individual growth are important for all staff, build social and emotional skills everyone should help value that is real in the artifacts is also a deep assumption it is only espoused value nor reflected in the artifact, it is not a deep assumption. (Martin 2004 p 28).

Basic Assumption

Basic deep, assumption, are assumptions that over the years became taken for granted and shared by the whole group they are not abated and might be very difficult to change. They often took their source to the history of an organization where founders and leaders used them to succeed.

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

2.1.10. Types of Organization Culture

Strong and Weak Culture

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

evident when most staffs have diverse opinions about the organization's mission, objectives and values (Robbins & Judge, 2011).

Robbins & Judge, (2011) The company is disorganized and this requires further efforts and time to attain maximal unity of purpose. Workers waste time rotating their wheels, because of failure to focus on what's important. Weak organizational culture allows for rise in turnover of employees because of a lack of group cohesion and mission. These spirals of culture lead into low employee morale and employee disengagement. An organization's culture is weak, when many subcultures exist, few values and behavioral norms are shared, and traditions are rare. In such organizations, employees do not have a sense of commitment, fidelity, and a sense of uniqueness. Rather than being memberships of an organization, these are wage-earners.

A strong organizational culture is distinguished by the organization's core values being intensely held, clearly ordered, and widely shared and it is a significant driver of employee engagement and includes management designing jobs well, providing assisting and setting goals for workers.

A strong organizational culture provides stability to an organization (Robbins and Mathew, 2009). A company with a strong culture giving clear expectations for staffs about their professions, conduct and dressing there should also be a clear cut chain of command. This type of condition fosters a sense of eudemonia in personnel and helps them to exertion towards the greater success of the company. The only threat of a strong organizational culture is a thought called "group think". This is a term coined by Irving Janis that occurs because a group reflects so similarly ideas that they lose the capability to become creative and make poor decisions.

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

A strong organizational culture works like strong social glue, which bonds members of an organization together through shared goals. This builds fidelity and commitment among the cluster and makes them less likely to leave their tight knit organization. "Culture is one of the greatest expensive things a company has, therefore they must work harder on it than anything else"

Said Herb cited in Ojo, 2009. Numerous studies show that corporations with strong cultures are more likely to be successful, but only under a particular set of circumstances. The impact of organizational culture depends relatively in its strength. Strong organizational culture refers to how widely and deeply employees hold the company's dominant values and assumptions. In a strong organizational culture, most workers across all subunits hold the principal (dominant) values. These values are also institutionalized through well-established artifacts, thereby making it hard for those values to change. Furthermore, strong corporate cultures tend to be long-lasting; some can be traced back to company founder's values and assumptions. In contrast, companies have weak culture when the principal or dominant values are short-lived and held mainly by limited individuals at the top of the organizations. According to Collins and Poras (2000) a strong corporate culture potentially increases a company's success by serving three important functions:

- **Control System:** Organizational culture is an intensely embedded form of group control that impacts employee decision and behavior. Culture is universal and operates reflexively.
- **Social Glue:** Organizational culture is the societal glue that links people together and makes them feels as part of the organization experience. Staffs are motivated to internalize the organization's principal (dominant) culture because this helps fulfill their need for social identity. This social glue is progressively important as a way to attract new employee and hold top performers.
- **Sense-making:** Organizational culture supports the sense-making process. It helps workers understand what goes on and why things happen in the company. Company culture also makes it easier for them to identify what is expected of them and to interact with other staffs that know the culture and believe in it.

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

In a dynamic environment, organizations with weak cultures often function better than organizations with strong cultures, because they are much more flexible to change. From this it is strongly agreed that, in order for an organization to succeed, the culture of that organization must fit the atmosphere in which it works or operates.

Dominant and counter culture

For Robbins (2005), a dominant culture expresses the core values that are shared by a majority of the organizations members. When people talk about organizational culture, they are referring to its dominant culture.

Counter cultures are a pattern of values and beliefs that sharply contradict the dominant social norms, values and behavior patterns. These counter cultures tend to emerge when individuals or group strongly feel that the existing organizational culture is too rigid and does not support their Creativity or style of operations (Chandan, 1994, p. 22).

Citing Martin and Siehel, Drummond (2000, p. 56) states that countercultures are a threat to the dominant culture. Organizations which grow by merger and acquisition sometimes discover that they have created counter cultures strong enough to undermine the organization. According to them, counter cultures are often led informally by charismatic personalities. Drummond further suggests that, organizations may try to control counter cultures by allowing them limited autonomy. Organizations seldom tolerate leaders of counter cultures in definitely.

2.2 Empirical Literature Review

In this section empirical evidence has been presented. However, only few studies are undertaken, some of them are not on the banking industry.

Klein et al. (1995) in his findings positioned organizational culture as the core of organization's activities which has aggregate impact on its overall effectiveness and the quality of its products and services. As Djokosantoso (2003) if the cultural component is implemented in any organization, it can be said that the organization has organizational culture because he argued that organizational culture is a pattern of the entire good atmosphere all material or behavior that traditionally has been adopted by the community as members of problem-solving.

Also the findings of Sofia and Mohd (2012) mentioned in (Fakhar, Zahid and Mohammed, 2013) assured that the values, beliefs, and norms that held the organization has a significant impact on the way employees" perform their activities in the organization.

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

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

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

Yemisrach (2016) assessed organizational culture and their research came to three important conclusions:

- The Commercial Bank of Ethiopia also has a weakness in decision making process. More specifically, transparency, accountability, fairness and consistency are generally weak in this Bank. It is known that the Managers in different positions of the CBE are the most important persons to address those problems to eliminate or reduce those problems. Thus, the student researcher recommend that these Managers of the Bank who are holding different positions should develop transparency and openness, should be accountable for their mandate in decision making process, should address the solution for the given problem on time and they should exhibit consistent behavior regardless of the situations they may face.
- The current internal communication of CBE is weak. These allow the Organization's employees to develop insecurity and it may lower the productivity of workers. To reduce these problems, the General Manager of the Bank should communicate transparently for every employee in a fair manner and should develop information flow in all directions of the Company and in obtaining ideas and suggestions from employees and giving feedback for employees and creating communications between different Departments in the Commercial Bank of Ethiopia. Moreover, fairness and trust among colleagues will be consistently increased by setting and implementing rules and regulations among the staff.

- The research findings show that in the Bank there is subjectivity, highly centralized, weak working relationships and mistrust among colleagues. From these findings, one can conclude that there are negative cultural values in the Bank which have potentials in making the employees and the Organization as a whole. Inefficient.

According to Furnham and Gunter (1993), organizational culture functions as the internal integration and coordination between firms operations and its employees. Internal integration can be described as the societal interaction of new members with the existing ones, creating boundaries of the organization feelings of identity among personals and commitment to the organization. Shared system which forms the basis of communication and mutual understanding in organization is due to its culture and if the organizational culture fails to fulfill these functions at satisfactory level, the culture may have significant negative influence on the efficiency of the employees.

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

2.3 Conceptual framework

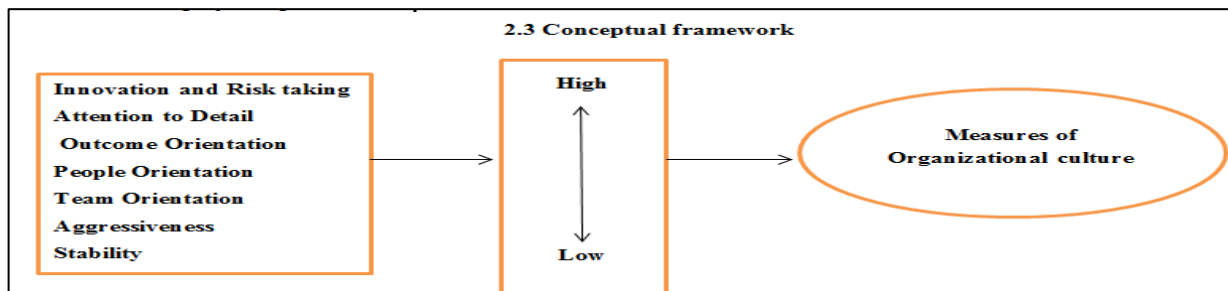


Figure 1 Conceptual Framework. Source: Researcher (2019)

CHAPTER THREE

RESEARCH METHODOLOGY

This Chapter of the study deals with the research design and methodology has employed for data Gathering as well as the relevant statistical analysis tools that have been employed for analyzing the data results that has been gathered during the study.

3.1 Research Design and Approach

This study has used a descriptive type of research to assess the organizational culture in Commercial Bank of Ethiopia south Addis Ababa district. This type of research helps to portray accurately the characteristics of a particular individual, organization, Situation or a group. The descriptive survey research design is appropriate choice, because the study is aimed at assessing organizational culture of the CBE. This study has applied both qualitative and quantitative approach (mixed method approach).The core argument for a mixed methods approach is that the combination of both forms of data provides a better understanding of a research problem than either quantitative or qualitative data by itself. Therefore by applying the mixed method approach the researcher has tried to ensure the strength of the findings towards being more objective and generalizable to the entire population.

3.2 Population, Sample Size and Sampling Techniques

3.2.1 Target Population

As discussed above, this research is aimed at assessing organizational culture in commercial bank of Ethiopia south Addis Ababa district. So the total population of the study was employees of south Addis Ababa district which is 2350. Though, incorporating all employees' idea on the analysis would have been better for conclusion and generalization, economically and operationally it would be very difficult to contact all employees in the research. Therefore, taking a respective sample of the population of the employees' has found to be feasible.

3.2.2 Sample Size

The researcher has tried to calculate the sample size after determining the target population. Therefore, by using Yamane (1967:886) as quoted in Israel, 2013 sample size calculation formula, the researcher has determined the total sample size and for respective divisions proportionally.

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

Where n is the sample size, N is the population size, and e is the level of precision. With the level of precision e= 5% and N= 2350;

$$n = \frac{2350}{1 + 2350(0.05)^2}$$
$$n = 341.81$$

Therefore the total sample for this study is 342 employees.

3.2.3 Sampling Technique

As discussed by Rose (cited in Asrat, 2013), sample sizes larger than 30 and less than 500 are appropriate for most research. For this reason, the study included 342 employees. From the south Addis Ababa district. The questionnaires were then distributed conveniently to all available and willing employees of each branch.

3.3 Types of Data

Primary data was collected with the help of questionnaire distributed to the 342 employees in the institution. This included a mix of employees from different responsibilities. Secondary data was collected from different journals, books and the institutions websites and the researcher's observation. The questionnaire used included organizational culture survey questions with Likert scale answers.

3.4 Instruments of Data Collection

In the questionnaires, two categories of major questions were measured. The close ended Likert scale questionnaires to measure organizational culture while the open ended question to assess negative and positive cultural values as well as factor that promote desired cultures in the bank. Likert with scale (1= strongly disagree, to 5 = strongly agree) were administered to the respondents. Collected questionnaire data were encoded in to a summary report. Microsoft Excel and SPSS was used to categorize the summary report in order to evaluate the underlying organizational culture elements.

3.5 Procedures of Data Collection

The study used primary data. Primary data was collected using questionnaires comprised of both close and open-ended questions. The questionnaires were divided into three sections; section I, section II and section III. Section I dealt with general information about the employees, section II addressed organizational culture components adopted by the institutions and section III addressed open ended question to address positive and negative cultural values. The questionnaires were distributed with the help of friends and colleagues which took about 15 days of break hour visiting and diplomatic pleading. In some instances, drop and pick method was used to overcome distance and time constraints.

3.6 Reliability of the Study

Mugenda & Mugenda (2003) asserted that, the accuracy of data to be collected largely depended on the data collection instruments in terms of validity and reliability. Validity as noted by Robinson (2002) is the extent to which result obtained from the analysis of the data actually represents the phenomenon under study. In this paper, validity is ensured by using standard questionnaires used in previous studies. Validity was further strengthened by having objective questions included in the questionnaire. This is achieved by carefully drafting the instrument used to identify any ambiguous, awkward, or offensive questions. According to Mugenda & Mugenda (2003), reliability on the other hand refers to a measure of the degree to which research instruments yield consistent results. The internal item consistency reliability was also examined with Cronbach's Alpha test the result of which is presented under table 3.1 below. The instrument used to measure the organizational culture has also been used by many scholars such as Zakari, Poku & Owusu-Ansah (2013) and Muhammad (2011). In addition, to ensure a high response rate, frequent follow up visits to the respondents was made and confidentiality was assured. Diplomatic pleading for response were also applied as a response rate enhancement strategy. Furthermore the questionnaires were carefully translated to Amharic to avoid misunderstandings and confusions due to language barrier.

Cronbach alpha

Cronbach alpha is a test of reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test. Cronbach alpha reliability coefficient normally ranges between 0 and 1. According to George and Mallery (2003:231) who provided the

following rule of thumb for the Cronbach's alpha. $>.9$ excellent, $>.8$ good, $>.7$ acceptable, $>.6$ questionable, $>.5$ poor and $<.5$ unacceptable. After data collection a Cronbach's Alpha test was performed which reaffirmed our assumptions of reliability and the result is shown under table 3.2

Table 3.1; Measure of Internal Consistency –Cronbach's Alpha

Dimensions	Cronbach's Alpha	Internal Consistency	N of Items
Innovation & risk taking	0.81	Good	5
Attention to details	0.78	Acceptable	5
Outcome orientation	0.79	Acceptable	5
People orientation	0.84	Good	5
Team orientation	0.76	Acceptable	5
Aggressiveness	0.87	Good	5
Stability	0.82	Good	5

Source: Researcher's survey (2019)

3.7 Methods of Data Analysis

Once the required data was collected from the primary and secondary sources, it was analyzed through quantitative and qualitative data analysis methods. Data analysis method entailed editing, coding and tabulation of data collected into manageable summaries. To ensure easy analysis, the questionnaire was coded according to each variable of the study to ensure accuracy during analysis. The analysis was conducted using the Statistical Package for Social Sciences (SPSS) and MS Excel. Data was analyzed using descriptive statistics, which included frequencies, sum and percentages. The researcher preferred to use descriptive statistics (frequencies and percentages) because descriptive statistics are used to describe the basic features of the data in a study. Descriptive Statistics are used to present quantitative descriptions in a manageable form.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

The chapter dealt with data presentation, analysis, and interpretation of the study. It has two main parts: the first part is the background information of the respondents, the second part consist of data collected from respondents through questionnaire. The data collected from respondents were analyzed and interpreted using both quantitative and qualitative analysis which involves analysis of the demographical information of respondents and the descriptive analysis to analyze the collected data in line with the overall objective of the research undertaking, statistical procedures were carried out using SPSS version 20.

The main purpose of this research is to assess organizational culture of CBE by using the seven primary characteristics of organizational culture. This section aims to achieve the research objectives by providing answers to the research questions outlined in chapter one.

4.1 Response Rate

For the purpose of the research, 342 questionnaires were prepared and distributed to respondents. Out of the distributed questionnaire, 318 were filled and returned. The remaining 24 questionnaires were unreturned due to absence of respondents from their office for different reasons and some of them were lacked punctuality. Therefore, there was a high response rate of the questionnaire being returned from the target respondents' i.e. 92.98%.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent
Distributed	342	100%
Unreturned	24	7.02%
Response rate	318	92.98%

Source: Researcher's survey (2019)

4.2 Demographic Information of the Respondents

In this section concise information of the respondents' demographic data in terms of gender, age bracket, education level, job position, service year with the organization are captured. The summary of the respondent's job position and gender information is presented under table 4.2 below

Table 4.2: Job Position and Gender Distribution of Respondents

Position	GENDER		Total	Percent
	MALE	FEMALE		
BM	9	6	15	4.7%
BBM	8	7	15	4.7%
BOM	9	4	13	4.1%
MBC	6	15	21	6.6%
SBBO	4	6	10	3.1%
SBOO	7	3	10	3.1%
BBO	58	71	129	40.6%
BOO	27	14	41	12.9%
CSO	17	8	25	7.9%
CRO	11	3	14	4.4%
DBO	6	5	11	3.5%
CSM SALES	4	3	7	2.2%
CSM SERVICE	3	4	7	2.2%
Total	169	149	318	100%
Percent	53.1%	46.9%	100%	

Source: Researcher's survey (2019)

As the above table illustrates, from the gender distribution of the total respondents 53.1% are male and 46.9% are female respondents. Thus, from the gender profile of the respondents it can be inferred that the biasedness of the responses, if it were ever dependent on gender is minimum since there is no significant difference in the proportion of the respondents. The job position distribution also shows that 40.6% of respondents were BBO, 12.9% were BOO, 7.9% were CSO, 6.6% were MBC while the remain positions accounted less than 5% each. This implies that any rectification measure to be taken at the end of this paper should give due consideration to these positions. This is due to that, in this position, their daily customer contact and serving is relatively high and at the same time they are also relatively well informed about the practice of their concerned branches.

The questionnaire distributed sought to establish the number of years the respondents had worked with the organization. This was to determine whether the respondents had been there long enough to give accurate information for the study. The study also sought to establish the level of education of the respondents. The level of education was important in the study because it intended to gather whether the respondents had adequate level of education to understand the concept and language of the study. The findings are presented in table 4.3 below.

Table 4.3: Age and Experience Distribution

AGE	NUMBER OF YEARS SERVED					Total	Percent
	1 to 5	6 to 10	11 to15	16 to 20	> than 20		
25 YEARS & BELOW	76	1	0	0	0	77	24.2%
26-34 YEARS	30	104	20	2	0	156	49.1%
35-44 YEARS	4	18	29	10	3	64	20.1%
45-54 YEARS	0	4	2	3	7	16	5.0%
55 OR OLDER	0	0	0	2	3	5	1.6%
Total	110	127	51	17	13	318	100%
Percent	34.6%	39.9%	16%	5.3%	4.1%	100%	

Source: Researcher's survey (2019)

The findings presented in table 4.3 shows that 34.6% of the respondents had worked for the institution for a period of 1-5 years and about 65.3% of the respondents had been with the organization for more than 6 years. This implies that all of the respondents targeted for the study had lengthy tenure with the organization giving them adequate experience in their respective job descriptions and therefore could provide accurate information to the researcher. This also indicates that the respondents had been in the environment long enough to be exposed to the different organizational cultures in the organization. This reaffirms the validity of the information gathered and hence validates the findings of the research. The age distribution also shows that 75.8% of respondents are above the age of 25 indicating there is a high level of maturity among respondents

Table 4.4 Education Level Distribution

Educational Background		
Education level	Frequency	Percentage
Master's degree	88	27.7
Ba/BSc degree	230	72.3
Total	318	100.0

Source: Researcher's survey (2019)

As it can be seen from the table above, about 72.3% of the respondents had attained first degree and about 27.7 % of respondents were second degree holders. This further reaffirms that they had the academic background to understand the culture of the organization.

4.3 Results

The main purpose of this research is to assess organizational culture of CBE by using the seven primary characteristics of organizational culture. This section aims to achieve the research objectives by providing answers to the research questions outlined in chapter one.

4.3.1 Descriptive Analysis of Close Ended Questions

The first objective of this study was to identify dominant organization cultural dimensions of CBE south Addis Ababa district. To achieve this objective, the respondents were presented with 35 statements related to organizational culture. This was intended for them to reflect their views and opinions on the existing cultural traits. The result gathered from respondents' is summarized in table 4.5 below.

Table 4.5: Respondent view on dimension of organizational cultures

Dimensions	St. A	Agree	Neutral	Disagree	St. D	% of Total Agreement
Innovation & risk taking	8.9%	25.0%	19.9%	37.4%	8.8%	32.9%
Attention to details	10.6%	33.6%	17.2%	30.1%	8.5%	44.2%
Outcome orientation	8.1%	21.6%	16.4%	39.6%	14.3%	29.7%
People orientation	5.3%	17.9%	16.4%	42.1%	18.3%	23.2%
Team orientation	20.4%	49.1%	9.7%	17.2%	3.6%	69.5%
Aggressiveness	8.2%	23.1%	15.7%	38.9%	14.1%	31.3%
Stability	13.6%	37.1%	11.3%	31%	7.0%	50.7%
Average Agreement						40.21%

Source: Researcher's survey (2019)

Table 4.5 shows the overall distribution of the 35 items on the seven dimensions of organizational culture. The overall frequency of those who agree about the existence of good organizational culture is 40.21% indicating that the majority of respondents did not feel positive regarding their organizations culture. With a percentage of 40.21, it can be seen that the respondents' view of their institutions organizational culture was on the negative side of the scale. As it can be seen from the table above, the cultural traits with highest percentage score is team orientation with 69.5% of respondents agreeing to its existence followed by stability with 50.7%. This indicates team orientation and stability traits of organizational culture are at a relatively higher level of existence than other dimensions and according to the result outcome orientation and people orientation traits are those with lowest existence. The frequency of employees' having a positive opinion about the existence of attention to details lies below the neutral line with overall percentage of 44.2%. This indicates that although many of employees' believed their organizations culture was good, majority of them thought their organizations culture was not up to par.

Questions were posed to the respondents to have a full-fledged picture on the innovation and risk taking cultural dimension of the bank. The following questions were presented to the employees to see the opinion on components of the cultural dimension the result of which is presented under table 4.6 below.

Question 1: Innovation and risk taking are encouraged and rewarded.

Question 2: My organization encourages innovation and flexibility in performing tasks.

Question 3: In my organization, I am allowed to decide in what way I should carry out my job.

Question 4: My organization encourages appropriate action of employees' risk-taking behavior directed towards goal achievement.

Question 5: New and improved ways to do work are continually adopted tasks.

Table 4.6: Respondents View on innovation and risk taking cultural dimension of the bank.

Innovation and risk taking	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	5.0%	9.7%	9.4%	10.7%	9.1%
Disagree	37.7%	33.6%	46.2%	34.9%	34.3%
Neutral	19.2%	20.4%	15.1%	21.4%	23.6%
Agree	29.9%	25.8%	22.0%	23.9%	23.6%
Strongly agree	8.2%	10.4%	7.2%	9.1%	9.4%
Total Agreement	38.1%	36.2%	29.2%	33%	33%

Source: Researcher (2019)

As can be inferred from table 2, 38.1% of respondents thought innovation and risk taking was encouraged in the bank. This implies that only small number of employees believed they had enough encouragement to take the risk to innovate new ways of doing things. Only 29.2% of them agreed that they had the freedom of deciding in what way they should carry out their work indicating that they were kept under a tight leash while performing their day to day activities. The result also shows that only 33% of respondent thought that new and improved ways of doing things were continually adopted. This implies that the management need to go a long way in creating a favorable environment for its employees to innovate new and efficient ways of doing things.

Five questions were subjected to ranking for respondents to measure the level of existence of attention to details cultural dimension and a Likert point of scale was used, with the strongest factor scoring five points, whereas the least scored one point. This was to have a full-fledged picture on the attention to detail cultural dimension of the bank. The following questions were presented to the employees to see the opinion on components of the cultural dimension the result of which is presented under table 4.7 below.

Question 1: My organization emphasizes accuracy and attention to the details of the task and the work to be carried out properly and correctly.

Question 2: My superiors care for details of the work I do, than simply the outcome.

Question 3: My organization forces employees to consider each element of the task to be performed.

Question 4: In my organization people are evaluated based on how they did their job as well as based on the outcome.

Question 5: In my organization strict control is exercised on workers.

Table 4.7: Respondents View on Attention to details cultural dimension of the bank

Attention to details	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	6.9%	8.2%	9.4%	12.9%	5.0%
Disagree	31.4%	23.6%	29.6%	39.9%	25.8%
Neutral	13.8%	17.6%	19.5%	21.1%	14.2%
Agree	39.6%	39.3%	30.5%	19.8%	38.7%
Strongly agree	8.2%	11.3%	11.0%	6.3%	16.4%
Total Agreement	47.8%	50.6%	41.5%	26.1%	55.1%

Source: Researcher (2019)

As can be seen from table 2, 47.8% of respondents agreed that commercial bank of Ethiopia emphasized on accuracy and attention to the details of the task and the work to be carried out properly and correctly. This represents a large sum of respondents implying that although accuracy and attention to details was practiced, an improvement is still required in this respect. About 50.6% of respondents thought their supervisors cared beyond the simple outcome of their day to day chores. They thought supervisors saw beyond the mere outcome value of work and investigated to the details qualities. This is to be encouraged and yet to be improved as only about half of respondents had full confidence in its existence. Majority of respondents did not think they

were evaluated fairly based on their jobs and their outcomes with only 26.1% of them believing that they were evaluated based on how they did their job as well as based on the outcome. Furthermore 55.5% of respondent agreed that there was tight and strict control of employees on their work.

Questions were also posed to the respondents to have an understanding on the outcome orientation aspect of the culture of the bank. The following questions were presented to the employees to see the opinion on components of the dimension the result of which is presented under table 4.8 below.

Question 1: My organization is outcome oriented. A major concern in the organization is getting the job done and not the formal procedures.

Question 2: My organization gives primary attention to the results compared to the techniques and processes used to achieve these results.

Question 3: My organization is rule oriented. It emphasizes following formal procedures than that of the end results.

Question 4: In my organization, there is a well-defined criteria in evaluating performance.

Question 5: Performance evaluation is done in an objective manner in my organization.

Table 4.8: Respondents View on Outcome orientation cultural dimension of the bank.

Outcome Orientation	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	12.6%	11.3%	14.8%	14.5%	18.6%
Disagree	36.2%	31.4%	33.3%	52.5%	44.3%
Neutral	14.5%	19.8%	18.2%	15.7%	13.8%
Agree	26.1%	25.8%	23.6%	12.9%	19.5%
Strongly agree	10.7%	11.6%	10.1%	4.4%	3.8%
Total Agreement	36.8%	37.4%	33.7%	27.3%	23.2%

Source: Researcher (2019)

Table 4.8 above shows, 36.8% of respondents thought a major concern in the organization was getting the job done and not the formal procedures. This implies that only small sum of employees agreed that the bank was outcome oriented. About 37.4% of respondents agreed that the bank gave more attention to results of operation than techniques and processes used to achieve that outcome. This was further strengthened by about similar percentage of respondents believing the bank was

rule oriented which emphasizes on following formal procedures than that of the end results. 27.3% of respondents also thought that there is a well-defined criteria in evaluating performance of employees. This implies that not many respondents agree that their performance evaluation is done in an objective manner in the bank.

Questions were also presented to the respondents to have a full-fledged picture on the people orientation cultural dimension of the bank. The following questions were presented to the employees to see the opinion on components of this cultural dimension the result of which is presented under table 4.9 below.

Question 1: In my organization any decision taken by the management takes into account the effect on people who are in the organization.

Question 2: My organization emphasizes employees' participation in decision making to prepare them for future responsibilities.

Question 3: There are enough opportunities in the organization for you to be able to learn and grow.

Question 4: People are treated fairly in my organization.

Question 5: People are considered to be most valuable assets of the organization.

Table 4.9: Respondents View on people orientation cultural dimension of the organization.

People orientation	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	18.6%	27.0%	9.1%	22%	14.8%
Disagree	51.3%	43.4%	29.9%	42.1%	43.7%
Neutral	14.2%	16.0%	19.8%	14.2%	17.9%
Agree	13.8%	11.6%	28.0%	16.4%	19.5%
Strongly agree	2.2%	1.9%	13.2%	5.3%	4.1%
Total Agreement	16%	13.5%	41.2%	21.7%	23.6%

Source: Researcher (2019)

As can be inferred from table 4.9, only 16% of respondents thought decision taken by the management takes into account the effect on people who are in the bank. This implies that only small percentage of employees agreed that the management was considerate enough to think about its members while making decisions. Hence affecting the way and commitment its employees perform in the bank. This was further indicated by only 13.5% respondents agreed that the bank

emphasizes that its employees' participation was ensured in decision making to prepare them for future responsibilities. 41.2% of respondents thought there were enough opportunities in the bank for employees' to be able to learn and grow. This amounts only small frequency of the total respondents and implies that the bank need to create more opportunities in order for its employees' to learn and grow their career. 21.7% of respondents also thought people were treated fairly implying that majority of respondents were not happy about how they were treated in the bank. This was further strengthened by only 23.6% of respondent thinking they were considered as valuable assets for the bank.

Questions were also presented to the respondents to assess the team orientation cultural dimension. This helped to have a full understanding of how the employees of commercial bank of Ethiopia perceived their bank's team orientation culture. The following five questions were presented to the employees to see the opinion on detailed components of this cultural dimension, the result of which is presented under table 4.10 below.

Question 1: Team members are mutually supportive, willingly helping each other to overcome problems to achieve success.

Question 2: Teamwork is used to get work done rather than hierarchy.

Question 3: Team workers work hard together to build positive relationships with each other.

Question 4: Rewards in my organization are based on groups' performance rather than individuals.

Question 5: I perform my job alone.

Table 4.10: Respondents View on team orientation cultural dimension of the organization

Team orientation	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	6%	4.1%	2.8%	3.1%	7.5%
Disagree	8.8%	15.1%	12.6%	22.3%	27.0%
Neutral	10.1%	10.7%	11.6%	9.4%	6.6%
Agree	65.1%	45.6%	44.7%	48.1%	41.8%
Strongly agree	15.4%	24.5%	28.3%	17.0%	17.0%
Total Agreement	80.2%	70.1%	73%	66.1%	58.8%

Source: Researcher (2019)

As it can be inferred from table 4.10, 80.2% of respondents thought team members were mutually supportive, willingly to helping each other to overcome problems and hence achieving success in their work. This is a majority frequency and implies that employees were mostly cooperative. This reflects positively to the management of the bank implying that it has created favorable conditions for its employees to for in to teams, cooperate with each other and learn from one another. Furthermore about 70.1% of respondents thought hierarchy was not the base for work assignment in the bank. They rather thought team work was preferred over highrarchical annotations. 73% of respondents thought working in teams helped them to work harder than working alone. They also thought team work helped them to have a better relationship with each other. This implies that the bank has taken proper measures to ensure its employees develop a positive and helping sprit to each other, hence boosting their productivity to the bank. This was probably achieved by the management basing incentives and rewards based on group performance rather than on individual achievements.

Questions were also presented to the respondents to assess the aggressiveness cultural dimension.in order to achieve this, the following five questions were presented to the employees, the result of which is presented under table 4.11 below.

Question 1: I am having an aggressive and competitive behavior to run the organizational goals.

Question 2: Co-workers support me in carrying out my job.

Question 3: There is stiff competition among workers in doing their jobs.

Question 4: Workers in my organization are in general aggressive.

Question 5: In my organization, workers are easy going instead of being competitors of each other.

Table 4.11: Respondents View on Aggressiveness cultural dimension of the organization

Aggressiveness	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	20.4%	10.1%	8.2%	14.8%	17.0%
Disagree	41.5%	24.2%	55.3%	42.5%	31.1%
Neutral	18.2%	15.7%	14.2%	18.2%	12.3%
Agree	15.1%	34.0%	15.7%	17.9%	32.7%
Strongly agree	4.7%	16.0%	6.6%	6.6%	6.9%
Total Agreement	19.8%	50%	22.3%	24.5%	39.6%

Source: Researcher (2019)

As can be seen from table 4.11, only 19% of respondents thought they had an aggressive and competitive behavior while achieving organizational goals. This is only small percentage of the total respondents implying that employees' were not that aggressive while running their organizational objectives. The frequency of employees who thought there was a stiff competition among peers in performing their duties is only 22.3%. This implies that the management did not create enough compelling factors for employees' to compete for better achievements. This was further strengthened by only 24.5% of respondents agreeing to the point that members in the bank are generally aggressive in their work. This is an indicator for the management to take appropriate measures to push its employees' to be more aggressive to achieve the strategies and goals of the bank.

Questions were also presented to the respondents to assess the stability cultural dimension. This helped to have a full understanding of how the employees of commercial bank of Ethiopia perceived their bank's stability culture. The following five questions were presented to the employees to see the opinion on detailed components of this cultural dimension, the result of which is presented under table 4.12 below.

Question 1: The way things are done is very flexible and easy to change.

Question 2: My organization is committed to continued growth of the organization.

Question 3: My organization concentrates its effort on maintaining things as they are to maintain stability.

Question 4: In this organisation change is fast and immediate.

Question 5: The managements of these organizations are looking at ensuring stability of the company rather than looking at general growth.

Table 4.12: Respondents View on Stability cultural dimension of the organization

Stability	Question 1	Question 2	Question 3	Question 4	Question 5
Strongly disagree	5.7%	15.7%	3.1%	4.7%	6.0%
Disagree	42.5%	39.6%	20.1%	36.8%	15.7%
Neutral	15.4%	18.2%	11.3%	2.5%	8.8%
Agree	26.7%	18.9%	44.0%	45.6%	50.3%
Strongly agree	9.7%	7.5%	21.4%	10.4%	19.2%
Total Agreement	36.4%	27.4%	65.4%	56%	69.5%

Source: Researcher (2019)

As can be inferred from table 4.12, 36.4% of respondents thought the way things were done in the bank was very flexible and easy to change. This a considerable sum but it implies that the bank has long way to go in improving the adaptability of operations so that they become flexible and easy to change when the need arises due to either internal or external factors. This was further strengthened by only 27.4% of respondents saying the bank is committed to continued growth through the implementation of flexible and adaptable systems and procedures. 65.4% of respondents thought the bank concentrates its effort on maintaining things as they are to maintain stability. This implies that the bank lacks readiness to change taking environmental factors as an input. It also implies that there is less tendency to take in customer's comments as a basis for operational change that might more satisfy its clients. This can also be seen by about 69.5% of respondent saying the managements of bank work hard at ensuring stability of the company rather than looking at ways that foster flexibility and increase readiness to change based on the dynamic nature of customers' requirements.

4.3.2 Descriptive Analysis of Open ended Questions

The research sought to assess prevalent positive and negative cultural values with in the bank. To address this objective the researcher raised various open ended questions based on negative and positive cultural values for the employees' of the bank. Open ended question results from the employees indicate that trust among employees', team work, long-term quality service and excellence, committed employees' and good working relationships were among the positive cultural values in the bank where as highly formalized working relationship, high employee turnover, strict rule and rigid policies, employees' resistance to change, highly centralized management, high level of work load were among the negative cultural values in the bank.

To address the objective of assessing measures to promote desired cultures in the bank, the researcher raised open ended questions to employees of the bank. According to the result, employees' thought practicing values such as recognizing and rewarding valuable contributions, encouraging strong coworker relationships, embracing and inspiring employee autonomy, practicing flexibility, promote a team atmosphere, enhancing new ideas, encouraging innovation, ensuring more involvement of employees' in decisions, staying true to core values, giving enough emphasis to employees and setting clear evaluation system.

4.4 Discussions

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. For this purpose, several researchers have proposed various culture typologies. Researchers such as O'Reilly, C. A., III, Chatman, J. A., & Caldwell, D. F. (1991), have assessed organizations culture in terms of cultural dimensions such as innovation & risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability. The result of this present study also shows these cultural dimensions to be among the major identifiers of the bank organizational culture. The study focused in assessing the relative existence of each of these cultural traits and their respective prevalence among the employees' within the framework of commercial bank of Ethiopia south Addis Ababa district branches. The results gained from the descriptive statistics of the study are discussed with respect to both theoretical and empirical implications.

Descriptive analysis was done to assess the prevalent cultural traits in the bank. The result shows that team orientation culture have a better existence in the views of respondents with 69.5% of respondents agreeing about its existence. This implies that the institution have properly organized it employees in to teams by which emphasize cooperation among employees. This means the bank facilitates a team-oriented culture by cross-training its employees so that they are capable of helping one another when needed. It also implies that the bank emphasizes training intact work teams. This is also reflected in CBE's selection process by which applicants who are not viewed as team players are not hired as employees. This is also reflected by employees' in the bank tend to have more positive relationships with their coworkers and particularly with their managers. This was further indicated by respondents indication of the importance of having highly team oriented work approach as a major indicator of positive cultural value in the open ended questions they were provided. This result is in line with Baker (2004) who argued, having a team oriented work culture creates shared sense of purpose, direction and strategy which can coordinate and galvanize organizational members toward better outcomes.

The result also shows that existence of stability culture was only second to team orientation with a frequency distribution of 50.7% agreeing to its existence. This was further indicated by high number of respondents having a positive opinion on its value to adding to positive cultural values in the bank. This implies that the cultures in the bank are predictable, rule-oriented, and somehow

bureaucratic. As the working environment in CBE is stable and certain, employees though stable culture helps the bank to be effective by providing stable and constant levels of output. This also implies that there is no quick action when a need arises for changing circumstances and, as a result, sometimes it causes a misfit to the changing and dynamic environment. This may be due to the centralized decision making and rule orientated working conditions prevalent in the bank. Hence as the bank goes forward a more agile culture might be necessary to fight centralized and bureaucratic culture. This is in agreement with Lawler (1996) who argued that, effective organizations balance between stability and agility by which they empower their people, build their organizations around teams, and develop human capability at all levels at the same time practicing some level of consistency and constraint by developing rules and ethical codes of operation. In such organizations, executives, managers, and employees are committed to their work and feel that they own a piece of the organization. People at all levels feel that they have at least some input into decisions that will affect their work and that their work is directly connected to the goals of the organization.

The result also shows that existence of the cultural dimension attention to details was the third dominant one with a frequency distribution of 44.2% of respondent agreeing to its existence. This was further indicated by significant number of respondents saying it has an input to a positive cultural values of the organization. This might be due to the fact that, as a financial institution having a detail oriented employee as well as working procedure is detrimental. This implies that the organizational culture framework of the bank is more or less emphasizes in precision and paying attention to details. Due to this attentiveness and being detail oriented, the bank has attracted many customers in the past and this has given the bank a competitive advantage over its competitors by helping them differentiate themselves from others.

The cultural traits of innovation & risk taking, outcome orientation, people orientation and aggressiveness were slightly lower with respective frequencies of 32.9%, 29.7%, 23.2% and 31.3%. This indicates that the leaders and managers in the bank have a long way to go in practicing and developing these cultural traits in order for their employees' to base their operations on the needs of customers and perform innovatively taking their clients and peers as a focal point of orientation.

This result implies that according to employees' the cultural framework of CBE is not that flexible, adaptable, and employees' are not permitted to experiment with new ideas. This is

reflected by the banks stress in having flat hierarchy and employees giving a huge place titles and other status distinctions and recognitions based on innovative working habits tend to be downplayed. Hence to improve the innovating nature of its members, the bank need to make more effort for its employees not have bosses so strict in the traditional sense that only pick point of failures. Mangers of the bank should encourage risk taking by celebrating failures as well as successes.

According to the result the banks aggressive cultural dimension is low. This implies that the bank has given less value to competitiveness and outperforming competitors; and has fallen short in its corporate social responsibility. This can be expressed in terms of the banks attempt to avoid lawsuits and disputes with competitors as well as clients by what means so ever. It also implies that people in management position are careful in their use language such as that might offend both clients and competitors.

According to the result, the existence of the cultural dimension outcome oriented was low. This indicates that the bank gave more focus to procedural issues rather than emphasizing on achievement, results, and actions as important values. This implies that employees are not trained and mentored to attract more clients, but rather focus on finishing the diary chore of finishing their lot time of the day. The bank does not have a clear outlined system that evaluates employees based on results and fulfillment of clearly outlined objectives but rather employees are evaluated based on fulfilment of procedural expectations. Hence the bank needs to set up a system that holds employees as well as managers accountable for success and use systems that reward employee and group output. It should be common to see rewards tied to performance indicators as opposed to seniority or loyalty.

The result of the study also showed people-oriented cultural dimension in the bank was low. This implies that the managers and employees of the bank did not value fairness, supportiveness, and respecting individual rights. This might be reflected some tellers showing less willingness to treat people with respect and dignity. This also shows that the bank pays employees minimum wage, does not offers excellent health care and no supplementary benefits to its part-time as well as full-time employees.

The open ended question analysis also supported the above analysis by establishing that trust among employees', team work, long-term quality service and excellence, committed employees'

and good working relationships add to the positive cultural values of the bank and highly formalized working relationship, high employee turnover, strict rule and rigid policies, employees' resistance to change, highly centralized management, high level of workloads negate the positive cultural values of CBE. It further supported the discussion by employees' forwarding ways to promote positive culture in the bank by which practicing values such as recognizing and rewarding valuable contributions, encouraging strong coworker relationships, embracing and inspiring employee autonomy, practicing flexibility, promote a team atmosphere, enhancing new ideas, encouraging innovation, ensuring more involvement of employees' in decisions, staying true to core values, giving enough emphasis to employees and setting clear evaluation system were thought to be promoting factors.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of findings

The purpose of the study was to assess organizational culture at CBE. The organization culture of CBE has been investigated using a widely applied organizational culture assessment model. Descriptive analysis was done based on four core cultural traits of organizational culture which are mission, consistency, adaptability and involvement. Based on these dimensions major findings of the research are summarized as follows.

The results of descriptive analysis found that the overall organizational culture of the institution lies a little below the neutral line with only 40.21% of respondents having a positive response on its existence.

The result further showed that majority of employees' thought the existence of team orientation organizational culture dimension was good with 69.5% of respondent agreeing to its existence.

The result also shows that the overall frequency of employees' who thought stability cultural dimension was good lies a little above the neutral line with a percentage value of 50.1% of respondent agreeing to its existence

It also revealed that the existence of attention to details cultural dimension was the third most prevalent cultural dimension in the bank with 44.2% of respondent agreeing to its existence.

The existence of cultural traits such as innovation & risk taking, outcome orientation, people orientation and aggressiveness were low with frequencies of 32.9%, 29.7%, 23.2% and 31.3% respectively.

Analysis of open ended questions also showed that trust among employees', team work, long-term quality service and excellence, committed employees' and good working relationships were among the positive cultural values in the bank where as highly formalized working relationship, high employee turnover, strict rule and rigid policies, employees' resistance to change, highly centralized management, high level of work load were among the negative cultural values in the bank.

Furthermore the result showed that employees' thought practicing values such as recognizing and rewarding valuable contributions, encouraging strong coworker relationships, embracing and inspiring employee autonomy, practicing flexibility, promoting team atmosphere, enhancing new ideas, encouraging innovation, ensuring more involvement of employees' in decisions, staying true to core values, giving enough emphasis to employees and setting clear evaluation system are among traits that promote desired culture at CBE. .

5.2 Conclusion

This research has assessed organizational culture at CBE. To realize the objectives of the study, four research questions were generated, and to answer these research questions, descriptive statics methods were employed. From the general findings of these analyses, we can conclude that team orientation, stability, attention to details is relatively dominant cultures in CBE. In the other hand outcome orientation, people orientation, aggressive ness and innovation & risk taking are among those having the lowest existence. We can also conclude that, all the research questions were satisfactorily answered. In saying that, all organizational culture traits that add positive and negative value to culture have been identified. Those factor that promote desired culture were also identified.

Furthermore, through detailed analysis of the results, the following specific conclusions are set forth:

The organizational culture of CBE is not strong. This was reflected by the opinion of the majority of participants lying below the neutral line about their organizational culture strength with only 40.21% having a positive view about it. We can also conclude that cultural dimensions of stability, attention to details and team orientation are among those having a better existence in CBE. Whereas innovation & risk taking, outcome orientation, people orientation and aggressiveness are among those which have minimal existence. Hence we can conclude that, although there are few positive cultural traits in the organization, in overall the bank's organizational culture edges towards the negative end of the scale.

We can also conclude that trust among employees', team work, long-term quality service and excellence, committed employees' and good working relationships were among the positive cultural values in the bank whereas highly formalized working relationship, high employee

turnover, strict rule and rigid policies, employees' resistance to change, highly centralized management, high level of work load are among the negative cultural values in the bank.

Measures such as recognizing and rewarding valuable contributions, encouraging strong coworker relationships, embracing and inspiring employee autonomy, practicing flexibility, promoting team atmosphere, enhancing new ideas, encouraging innovation, ensuring more involvement of employees' in decisions, staying true to core values, giving enough emphasis to employees and setting clear evaluation system are thought to be necessary to promote desired culture in the bank.

5.3 Recommendations

Positive cultures create good atmosphere for members of any organization creating ground for better productivity. Efficient and effective management of employees can be better by having strong organization culture. Healthy organizational culture improves and runs competitive environment. The employee commitment helps in ensuring performance based institutional sustainability. The results obtained from this study also concluded the same. However the prevailing culture in the institution was deemed to be insufficient. Hence based on the findings, the study recommends that the management of commercial bank of Ethiopia should consider adopting the following recommendations.

The study findings revealed that the overall culture of the bank in most of the cultural dimensions shows that the bank does not have a strong organizational culture. So in order to carryout operations as a commercial bank properly, the bank must improve its organizational culture. It should try to maintain a strong and positive organizational culture for the benefit of the organization and its employees.

This study recommends that the management should play a pronounced role in influencing organizational culture that is aligned to its mission, strategy and structure. While doing that, it is essential that the institution gives due consideration to their target clients. The management therefore should aim to obtain an in-depth understanding of service seekers in order to fully acknowledge their customers as well as motivate their employees.

The researcher recommends that the organization should adapt innovation & risk taking, outcome orientation, people orientation and aggressiveness cultural dimensions within the bank. The full responsibility of strengthening these cultural traits lies entirely with the management. This can be done by carrying out regular assessments to determine the negative factors in the bank; the organization can take this opportunity to address the shortfalls and help the employees unleash

their full potentials. The researcher therefore recommends that the organization invests in training and development of its employees to improve their human capability at all levels. At the same time, the management should emphasize the input and participation of its employees. In order to further its employee identification with the organization, the management should extend its employee involvement in decision making that affects them, giving them the authority and ability to manage their own work. They should also reinforce team orientation.

To avoid negative cultural values it is recommended the management should promote measures such as recognizing and rewarding valuable contributions, encouraging strong coworker relationships, embracing and inspiring employee autonomy, practicing flexibility, promoting team atmosphere, enhancing new ideas, encouraging innovation, ensuring more involvement of employees' in decisions, staying true to core values, giving enough emphasis to employees and setting clear evaluation system.

5.4 Limitation of the Study

Adequate and reliable information is important to undertake any kind of survey precautions. It is also paramount to undertake properly and randomly selected respondents in order to ensure adequate representativeness of the sample population. However, the researcher has faced the following constraints that somewhat hindered the full-fledged undertakings of the study.

Time: - the time which is available for the researcher to undertake the study was inadequate that deadlines and time schedules are not met exactly. Reaching respondents at times when it is convenient for them was also contributed to the time factor.

Money: - given the fact that the, the researcher is conducting the study covering all costs by him, it is obvious that money was one major constraint to make the study extensive and comprehensive.

Reluctance: - management is expected to be reluctant to fully grant the researcher permission to question individuals, review the company's documents as much as the researcher desired it to.

Inexperience: - due to the in-experience of the researcher on such comprehensive research, the researcher faced some difficulty of managing the research work and while utilizing data collection, measurement and analysis techniques

5.5 Implication for Further Studies

As mentioned earlier in this paper, not adequate assessment has been made about the culture of organizational culture in the bank. This study limited itself to only south Addis Ababa district branches of the bank and recommendations are therefore made for further research in all branches of the bank in order to encompass a broader scope. The study also used Robins Model of organizational culture to study the culture of the bank as a whole; further researches on the same can be done using a different framework to ascertain both internal and external aspects assessing department level microscopic view of the bank's culture. Organizational culture influences the bank in many ways ranging from the overall organizational performance to subsets like financial performance, performance management, employee job satisfaction, leadership behavior, person-organization fit, organizational change management, customer satisfaction, and strategy implementation, among others. For further study, the researcher recommends a study on the influence of organizational culture on any of the above subsets in the commercial bank of Ethiopia.

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APPENDIX: QUESTIONNAIRE

I am student in Saint Mary's University. Currently, I am conducting a research for my partial fulfillment of MBA in GM (masters of Business Administration in general management) As a part of my research work I am collecting information about organizational culture in commercial bank of Ethiopia south Addis Ababa district . I will be grateful if you could spare some valuable time to fill this questionnaire. I assure that the response will be kept strictly confidential and will be used only for academic purpose. To this end no name, phone and email address is required on the questionnaire.

Thank you in advance for your kind cooperation

Name: Yoseph Moges

Email: yosefemoges@gmail.com

Please. Put 'x' sign on the space provided based on your level of agreement for each statement for close-ended questions and write your response for the last two questions of part one and part two

Part One: Demographic Characteristics of Respondents

1.1. What is your gender? Male----- Female-----

1.2. How old are you?

- 25 years and below.....
- 26-34year.....
- 35-44 years.....
- 45-54 years.....
- 55 or older.....

1.3 Number of years you have been serving the bank?

-----1 to 5----- 6 to 10 ----- 11 to 15----- 16 to 20 ----- More than 20

1.4 Educational background: (Your highest completed level of education)

----- Master's Degree

----- BA/MSC Degree

----- Diploma

1.5. What job position do you hold? -----

1.6 In which branch of the bank you are currently working-----

Part two: Questions related to organizational culture based on seven characteristics

Note: 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= Strongly Agree

	Questions about Innovation and Risk taking	1	2	3	4	5
1	Innovation and risk taking are encouraged and rewarded					
2	My organization encourages innovation and flexibility in performing tasks.					
3	In my organization, I am allowed to decide in what way I should carry out my job.					
4	My organization encourages appropriate action of employees' risk-taking behavior directed towards goal achievement.					
5	New and improved ways to do work are continually adopted.					
	Question on Attention to Detail					
1	My organization emphasizes accuracy and attention to the details of the task and the work to be carried out properly and correctly					
2	My superiors care for details of the work I do, than simply the outcome.					
3	My organization forces employees to consider each element of the task to be performed.					
4	In my organization people are evaluated based on how they did their job as well as based on the outcome.					
5	In my organization strict control is exercised on workers					
	Question on Outcome Orientation					
1	My organization is outcome oriented. A major concern in the organization is getting the job done and not the formal procedures.					
2	My organization gives primary attention to the results compared to the techniques and processes used to achieve these results.					
3	My organization is rule oriented. It emphasizes following formal procedures than that of the end results.					
4	In my organization, there is a well-defined criteria in evaluating performance					
5	Performance evaluation is done in an objective manner in my organization.					
	Question on People Orientation					
1	In my organization any decision taken by the management takes into account the effect on people who are in the organization.					
2	My organization emphasizes employees' participation in decision making to prepare them for future responsibilities.					

3	There are enough opportunities in the organization for you to be able to learn and grow?					
4	People are treated fairly in my organization					
5	People are considered to be most valuable assets of the organization					
	Question on team orientation					
1	Team members are mutually supportive, willingly helping each other to overcome problems to achieve success					
2	Teamwork is used to get work done rather than hierarchy					
3	Team workers work hard together to build positive relationships with each other					
4	Rewards in my organization are based on groups' performance rather than individuals					
5	I perform my job alone					
	Question on aggressiveness					
1	I am having an aggressive and competitive behavior to run the organizational goals.					
2	Co-workers support me in carrying out my job					
3	There is stiff competition among workers in doing their jobs					
4	Workers in my organization are in general aggressive					
5	In my organization, workers are easy going instead of being competitors of one another					
	Question on stability					
1	The way things are done is very flexible and easy to change					
2	My organization is committed to continued growth of the organization.					
3	My organization concentrates its effort on maintaining things as they are to maintain stability					
4	In this organisation change is fast and immediate					
5	The managements of these organizations are looking at ensuring stability of the company rather than looking at general growth.					

Part 3: Open ended questions

1. What are the negative and positive cultural values within the CBE?

2. Please give your suggestions, opinions or comments that you may have regarding what measures ought to be taken and enhancement ought to be created to promote desired culture in the Bank?

THANK YOU FOR YOUR KIND COOPERATION

DECLARATION

I Yoseph Moges , hereby declare that the thesis entitled “ **Assessment of organizational culture at commercial bank of Ethiopia in south Addis Ababa district branches**” is my original work and submitted by me for the award of the Degree in Master of Business Administration of St. Mary University school of graduates study at Addis Ababa and it hasn't been presented for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution and that all sources of material used for the study have been appropriately acknowledged.

Name

Signature

St. Mary's University College, school of graduate studies, Addis Ababa June, 2019

ENDORSEMENT

This is to certify that Mr. Yoseph Moges has completed his thesis work entitled “**Assessment of organizational culture at commercial bank of Ethiopia in south Addis Ababa district branches**”. As I have evaluated, his research is original work and appropriate to be submitted as a partial fulfillment requirement for the Award of Degree in Masters of Business Administration.

Advisor: -----

Signature: -----

Date: -----

St. Mary's University College, school of graduate studies, Addis Ababa June, 2019