ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

THE IMPACT OF ORGANIZATIONAL CULTURE ON MANAGERIAL DECISION MAKING (IN CASE OF GOVERNMENT HIGH SCHOOLS IN AYER TENA: EWKAT LEFRA AND AYER TENA HIGH SCHOOL)

BY

TAMERAT ABERA

ID NO. SGS/0163/2010A

A thesis submitted in a partial fulfillment of the requirement for the degree of Master of General Management (MBA)

May 2019 G.C

SMU, ADDISABABA, ETHIOPIA

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External Examiner	**signature**	**Date**

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ACRONYMS

GLOBE:Global Leadership and Organizational Behavior Effectiveness

HRM : Human Resource Management

SPSS : Statistical Package For Social Scientists

 GC : Gregorian Calendar

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ABSTRACT

The purpose of this paper is to understand the impacts of organizational culture especially internal communication in organizations and the value, in managerial decision making process. The impact that is practitioners associated with this functions were addressed specific objective Identifing cultural factors influencing the routine activities in decision-making, distinguish the style of information flowed in the organization in vertical and horizontal structural hierarchies and measure the impacts of values in a team over the decision making process.This study focuses on the implications of organizational culture (human resource management,internal communication and value) from managerial decision making process perspective. Incase descriptive survey method employed asaresult, Simple and purposive sampling techniques used. The data collected through self-administrative questioners, structured interview and document analysis were carried out. The study has conducted in governmental organizations in Ayer Tena and Ewekat Lafra High Schools. A sample of research has taken from the all employees with the experience of one year and above. Data analysis made using descriptive statics, frequency, mean, standard deviation and percentage followed by correlation and regression to compare and enter related findings. Finding of the study that analyzed through the Pearson correlation analysis indicated that each variables strongly correlated with the decision making process, as a result the decision making process depends on organizational culture. The regression analysis result also showed that 19.3 percent of decision making process significantly affected by organizational culture. Especially human resource management had great impact on the decision making process. The decision-making practices were highly dominated by the organizational culture in a way of human resource management followed by value of individuals in a team and way of communication takes place in the school. The overall research indicated that the organizational culture was in a contradicted manner with the decision making process.as areasult the outher suggests that the organization must correlate their decision making process with the formal law of the organization rather than being dependent all in all to the organizational culture.

Key words: organizational culture and decision making

CHAPTER ONE

1. Introduction

1.1.   Background Of The Study

Researches were indicating the relationship of organizational culture and decision making process. Peterson et al. (2003) proposed that societal culture shapes the context of group decision making in organizations. The GLOBE Study on the interrelationships between culture and organizational leadership in societies around the world showed that communication, valued leadership attributes are contingent on dimensions of cultural values.

The results of different study provide support to the thesis that societal culture has a significant effect on organizational cultural practices. Schein (1985, 2004) asserts that shared basic values (Schein prefers the term basic assumptions) operating at the deepest level of a group's culture is extremely difficult to change because they tend to taken for granted and to be non-debatable. The questioning of shared basic assumptions destabilizes an individual's cognitive and interpersonal world causing much anxiety and defensiveness.

Organizational culture has been a subject of investigation for many decades. In fact that distinction between values and expectations of employees with different cultural backgrounds had always been clear that many researchers have come to the agreement that it refers to a system of values, beliefs and behavior shared among employees.

This thesis focuses on the organizational cultures or habits aspect of an organization; it was study the actual organizational cultures activities at governmental schools with the aim of how the organizational cultures influences the managerial decision making process. This approach is chosen due to the fact that organizational cultures are directly related to each and every activity in the organization and affects the managerial decision making process. The next part of this particular section attempts come up with a brief literature review to indicate the strong link between the organizational cultures of an organization and managerial decision making process.

Organizational culture reflects the shared assumption, norms, values and beliefs that shape the behavior of its members. The norms and values are inculcated by the founder of system at the helm whose philosophy creates and shapes members' perception of organizational culture. Organizational culture determines what the organization ought to be and look like, how it should deal with external and internal environments how to manage and integrate its internal subsystems and the interrelationships and what kind of an image it should project to its external users systems (Sekaran, 2004:280).

The purpose of this paper is to understand the impacts of organizational culture especially internal communication in organizations and the value, in managerial decision making process. The impact that is practitioners associated with this function. This study focuses on the implications of organizational culture (internal communication and value) from managerial decision making process perspective.

1.1.1. Definition of Key Terms

1.1.2. Organizational Culture

Organizational is the set of shared values, beliefs, and norms that influence the way employees think, feel, and behave in the workplace (Schein, 2011).

1.1.3. Decision-Making

(Eisenfuhr, 2011) decision-making is a process of making a choice from a number of alternatives to achieve a desired result. "It is depending on the differences amongst managers' values, attitudes, education, organization, managerial level.

1.2. Statements Of The Problem

Organizational culture can defined as "the collective programming of the mind that distinguishes the members of one organization from another. This includes the shared beliefs, values, and practices that distinguish one organization from another (Hofstede, 1980). Researchers such as

Budde et al., (1981) and Bhagar&McQuiad, (1982) found that there was a need to understand and to organize the pieces of the organizational culture dilemma. The work of Schein (1984) and Hofstede (1980) had been central to bringing the concept of culture to the stage of organizational development. It is worth wondering what constitutes organizational culture, whether we are able to observe and measure the patterns of beliefs, rules and behavior or practices of the members in the organization, and how visible organizational culture is.

Organizations are faces different alternative action to execute organizational mission. The choice of the alternative action has taken based on organizational culture as decision. Hence, deciders and employees in any organization make many decisions in day-to-day life. Especially in supply chain at the global level have routine decision. The organizations have hierarchy with broader coverage in management of resources, people and information. In this situation how is the uniformity of decision has been taken, and its implementation in such critical organization which plays crucial role in society welfare. Hence decision-making is key function of management in any organization and vital to effectiveness of employees and organization performance. The effectiveness of organization performance depends on the quality of decision-making. Decision-making is an intellectual process, which involves selection of one course of action out of many alternatives (Turip, 2004).

In today's highly diverse organizations, the ability to work in diverse cultures is extremely important. An organization's culture has driven by the values throughout that organization. Employees need to feel that their values have recognized, understood and respected (Janis and Mann, 1977. Even if, some organizational cultures tend to be highly rational and value things that are very useful in meeting a current need. They value rugged individualism and competition. Some cultures might value patience, a sense of community, getting along with others; still others might

value direct authority and privacy (Robbins and judge, 2007, daft, 2010, Mathis and Jackson, 2004).

However, the problem is that deciders considered the organizational culture before making decision making process. In a way if there was positive culture in the organization the decision making process constructed positively and make the process connivance and accurate. But if the organizational culture was negative it makes impact on the decision making activities and this separates the managerial staff from the employees, as a result it reduces the overall team value and synergy.

Therefore, the intention of this paper was to articulate the impacts of organizational culture on a decision-making. The researcher observed that organizational culture is a programmed frame work that distinguishes one organization from the other. The paper try to see, organizations problem in communication style, values as team and compare each in a what extent they affect the decision making process team value as organization.

1.2.3. Research Questions

1. What are cultural factors influencing the decision-making activities?
2. What are styles of information flows in the organization in vertical and horizontal structural hierarchies?
3. What are the impacts of values in a team over the decision making process?

1.3.   Objective of the Study

The rational of this study is to describe the impacts of organizational culture on decision making in government schools exist in Ayer Tena Ewkat Lefra and Ayer Tena high schools . Accordingly, the general and specific objectives has stated below.

1.3.1. General objective

The general objective of this study is to assess the impacts of organizational culture (human resource managemet ,communication and value in team) on a decision making of government schools in the Ayer Tena Ewkat Lefra and Ayer Tena high school .

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1.3.2. Specific objectives

The Specific objectives of the study are:

- To identify cultural factors influencing the routine activities in decision-making.
- To distinguish the style of information flowed in the organization in vertical and horizontal structural hierarchies.
- To measure the impacts of values in a team over the decision making process.

1.4.   Significance of the Study

The research helps the organization to oversee the existence of organizational culture and the factors has considered in a decision making process and it indicates the level of impacts of culture on daily managerial activities. It also indicates the impacts of organizational culture on organization values, organization environment, leadership styles and work processes to the decision making. Moreover, the study would be useful of the company by coming up with new idea which directs to the core management decision problems and also will be serving as a secondary data for further research which will be made for related issue to the organization. Research is also important for student to gazer knowledge with regard to organizational culture and decision-making practices in the organization.

1.5.   The Scope of the Study

There were many governmental organizations faced with the challenges of organizational culture and decision-making problems based on their culture, however this study conducted only on the impacts of organizational culture on decision making in Ayer Tena and Ewekat Lefra governmental Schools due to time and cost constraints. The numbers of respondents that involved with in this research were management staff, supervisors, and employees in the organizations.

1.6.   Limitation of the study

In case of time and financial constraints to took large sample of size. It was difficult and unmanageable to include all governmental schools. Therefore, the scope of this research delimited geographically to governmental schools in Ayer Tena, namely EwkatLefra and Ayer Tena though the school has countrywide coverage so for the applicability of the study results all over the country needs further study.

1.7.   Organization of the Study

The study has five chapters. The introductions part are the outline of the whole study it contained significance of the study, Statement of the problems, basic research questions, the general and specific objectives, scope of the study, limitation of the study, organization of the study on decision-making practice and challenges in a governmental school exist in Ayer Tena. In the second chapter, various concepts about organizational culture and decision-making practices incorporated from libraries, book stores, magazines web site, etc. In this part, broader conceptual understandings had been presenting from different angles related to basic research questions. Chapter three, contained research design, source of data, data gathering tools, sampling and sampling techniques, sample size and sampling procedure and data analysis method have been treated. The fourth chapter had presented as a data presentation and analysis interpretation section of the study; finally, the fifth chapter, containing major findings, recommendations and conclusions parts of the study.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

In this chapter, an intensive literature review is concerning on Organizational Cultures such as values , Leadership style, information flow through the organizational structure and decision making and factors related to the process of decision making.

2.1. What Is Culture?

According to, Banks, & McGee, (1989), Culture is defined as the shared patterns of behaviors and interactions, cognitive constructs, and affective understanding that are learned through a process of socialization. These shared patterns identify the members of a culture group while also distinguishing those of another group. The Most social scientists today view culture as consisting primarily of the symbolic, ideational, and intangible aspects of human societies. The essence of a culture is not its artifacts, tools, or other tangible cultural elements but how the members of the group interpret, use, and perceive them. Culture is the values, symbols, interpretations, and perspectives that distinguish one people from another in modernized societies; it is not material objects and other tangible aspects of human societies. People within a culture usually interpret the meaning of symbols, artifacts, and behaviors in the same or in similar ways.

Damen, (1987) also notified that Culture is learned and shared human patterns or models for living day- to-day living patterns. These patterns and models pervade all aspects of human social interaction. Culture is mankind's primary adaptive mechanism" Hofstede, (1984) (p. 367). Culture is the collective programming of the mind, which distinguishes the members of one category of people from another.

Kluckhohn,& Kelly, (1945) (p. 51) defined culture those historically created designs for living, explicit and implicit, rational, irrational, and non-rational, which exist at any given time as potential guides for the behavior of men. Kroeber &Kluckhohn (1952) also added Culture consists of patterns, Explicit and implicit, of and for behavior acquired and transmitted by symbols, constituting the distinctive achievements of human groups.

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As a result including their embodiments in artifacts the essential core of 3culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values; culture systems may, on the one hand, be considered as products of action, and on the other as conditioning elements of further action." Lederach(1995).Culture is the shared knowledge and schemes created by a set of people for, perceiving, interpreting , expressing, and responding to the social realities around them" Linton (1945) (p. 9).

2.1.1 What Is Organizational Culture?

Organizational culture has defined as the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organization. Organizational culture includes an organization's expectations, experiences, philosophy, as well as the values that guide member behavior, and is expressed in member self-image, inner workings, interactions with the outside world, and future expectations. Culture had based on shared attitudes, beliefs, customs, and written and unwritten rules that has developed over time and has considered valid (The Business Dictionary). Culture also includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Needle, 2004).

However, in other way of culture express how the construct plays out in the workplace. In organizational culture definitions stress employees behavioral components and how organizational culture directly influences the behaviors of employees within an organization. Under this set of definitions, organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behavior for various situations (Ravasi& Schultz, 2006). Organizational culture affects the way people and groups interact with each other, with clients, and with stakeholders. In addition, organizational culture may influence how much employees identify with their organization (Schrodt, 2002).

1.2.   Types of Organizational Cultures

1.2.1. Adaptive Culture and Adhocracy Culture

The extent to which freedom has allowed in decision-making, developing new ideas and personal expression are vital parts of adaptive cultures and adhocracy cultures. Adaptive cultures value change and are action-oriented, increasing the likelihood of survival through time (Costanza et al.,

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2015). Adhocracy cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and doing things first (Artsfwd, 2013).

1.2.2. Power Culture, Role Rulture and Hierarchy Culture

How power and information flow through the organizational hierarchy and system are aspects of power cultures, role cultures, and hierarchy cultures. Power cultures have one leader who makes rapid decisions and controls the strategy. This type of culture requires a strong deference to the leader in charge (Boundless, 2015). Role cultures are where functional structures are created, where individuals know their jobs, report to their superiors, and value efficiency and accuracy above all else (Boundless, 2015). Hierarchy cultures are similar to role cultures, in that they are highly structured. They focus on efficiency, stability, and doing things right (Artsfwd, 2013).

1.2.3. Task Culture and Clan Culture

How committed employees are towards collective objectives are parts of task cultures and clan cultures. In a task culture, teams have formed with expert members to solve particular problems. A matrix structure is common in this type of culture, due to task importance and the number of small teams in play (Boundless, 2015). Clan cultures are family-like, with a focus on mentoring, nurturing, and doing things together (Artsfwd, 2013).

1.2.4. Organizational Subcultures

Subculture has classified as enhancing, orthogonal, or counterculture, each exemplifying a different level of congruence with the dominant culture's values (Martin &Siehl, 1983). Members of enhancing subcultures adhere to dominant organizational culture values even more enthusiastic of the rest of the organization. Members of orthogonal subcultures both embrace the dominant culture's values and hold their own set of distinct, but not conflicting, values. Finally, members of a counterculture disagree with the core values of the dominant culture and hold values that directly conflict with core organizational values.

2.3. Organizational Value

Nastase,(2004) said that every organization can be defined by means of its culture. The organizational culture is formed by the company's past and present and it includes all persons, technologies, resources, goals, objectives and values of those who work in that organization. It has perceived the "way by means of which the group of people solve different problems which appear in the company's field of interest". Moreover, the organizational culture has perceived a manner of adapting to the external environment's changes and of integration through processes, rules, principles and regulation, which assure the good functioning of the activities.

According to G. Hofstede (1986) is one of the most important personalities interested in intercultural management and he said that culture is "a collective programming of thinking" which prevents us from accepting different values and regulations together with the members of other groups or organizations. According to the differences established by the well-known researcher, there are three levels of mental programming: the individual level, the group level and the universal level

The individual level – represents the unique, strictly personal part of mental Programming. This component fully explains which is different behavior of two persons, even if they belong to the same group, regarding a stimulus coming from outside.

The collective level – refers to a social or economic group, which is different from other groups in the same category. The analysis proved that human nature generally stands at this level, among its components being included the spoken language, customs and the behavior of a group's members.

The universal level – influences the entire society and refers to the human organism's physiological and biological functions.

Nastase,(2004) he indicated that individuals who develop their activity in an organization are influenced by a series of external factors. Each individual has a specific personality, which has reflected in his attitude towards the company and the other members. The employees' behavior is condition by the organization's structure and policy and it highly depends on the hierarchical and emotional relationships established in time inside the company. The personnel of an organization

manifests according to what they has used to do outside the organization or according to what they consider to be right/wrong, fair/unfair, good/bad and so on.

2.4.Organizational Communication

According to (Schermerhorn et al, 2002), there is no organization that exists solely in isolation with one member who has no contact with anyone or anything. The exchange of ideas, information or instructions is a fundamental of all organizations. This exchange may take place internally between different sectors or departments, or externally with other organizations. Organizational Communication is the specific process through which information moves and exchanged throughout an organization. Information flows through both formal and informal structures and it flows downward, upward, and laterally.

2.4.1.Formal and Informal Communications

(Hareem, 2004) stated that Information flows in organizations through both formal and informal channels of communication. The formal communication in an organization sets out the command structure and interrelationships between the departments within it. A company organization chart will usually outline the chain of command and responsibility and hence indicate the likely information flow within that organization. Flows of communication can move upward, downward. Horizontally or diagonally and often are prearranged and necessary for performing some tasks. Informal communications tend to co-exist alongside the formal structures that established by management. In this way individual's formal networks and information is communicated with people chat during tea breaks, over the photocopier and as they pass in corridors. Such informal network is arises due to social need and to fill the information gaps left by the formal communication.

There is also another way of channel, which is grapevine or network of friendships, and acquaintances through which rumors and other unofficial information passed from person to person (Bateman and Snell 2004). Grapevines have the advantage of being able to transmit information quickly and efficiently. Grapevine also helps fulfill the need of people involved in them. Being part of a grapevine can provide a sense of security from "being in the know" when important things are going on. It also provides social satisfaction as information has exchanged

interpersonally. The primary disadvantage of grapevine occurs when they transmit incorrect or untimely information; Rumors can be very dysfunction to both people and organization (Schermerhorn et al, 2002).

2.4.2.Communication Flows and Directions

Communication can flow vertically or laterally. The vertical dimension can divided into downward and upward directions. Downward refers to the flow of information from higher to lower level in the organization hierarchy, Lower level personnel need to know what higher levels are doing and to be regularly reminded of a key policy, strategies, objectives, and technical developments. People must receive the information they need to perform their jobs and become loyal members of the organization. Nevertheless, they often lack adequate information.

One problem is information overload; they has bombarded with so much information that they fail to absorb everything (Whetten and Cameron 2005).Much of the information is not very important, but it causes a lot of relevant information to be lost. A second problem is a lack of openness between managers and employees. Managers may believe "No news is good news" "I don't have time to keep them informed of everything they want to know", or "It's none of their business, anyway" some managers withhold information even if sharing it would be useful. Executives often are proud of their newsletters, staff meeting, videos, and other vehicles of downward communication. More often than not, the information provided concerns company sports teams, birthday and new copy machine. Nevertheless, today a more unconventional philosophy is gathering steam.

Open book management is the practice of sharing with employees at all levels of the organization vital information previously meant for management's eyes only. This includes financial goals, income statements, budgets, sales, forecasts, and other relevant data about company performance and prospects (Bateman and Snell 2004).

Upward communication is the flow of messages from lower to higher levels (Alamry and Alghalby, 2007). It serves several purposes. Upward communication keeps higher levels informed about what lower level employees are doing, what their problems are, what suggestions they have for improvement, and how they feel about the organization and their jobs. The problems common

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in upward communication are similar to those for downward communication. Managers like their subordinates, are bombarded with information and may neglect or miss information from below. Furthermore, some employees are not always open with their bosses in other words filtering occurs upwards as well as downward.

People tend to share only good news with their bosses. however, they spread bad news Mostly employees want to appear competent mistrust their boss and fear that if he or she finds out about something they have done they will be punished fear the boss will punish the message. even reported problem is not that person's fault or believe they are helping their boss if they shield him or her from problems. For these and other reasons, managers may not learn about important problems. Therefore, managers should facilitate upward communication. For example, they could have an open door policy and encourage people to use it, have lunch or coffee with employees, or institute a program for productivity suggestions (Alamian 2005).

2.4.3.Lateral Communication

Such communication can take place among members of the same work group, among members of work groups at the same level, among managers at the same level, or among any horizontally equivalent personnel. Horizontal communication has several important functions. First, it allows sharing of information, coordination, and problem solving among units. Second, it helps solve conflicts. Third, by allowing interaction among peers, it provides social and emotional support to people (Hareem, 2004).

2.4.4.Communication as Decision-Making Tool

Different outers, of corporate management has argued that increased availability and effectiveness of communication technology allowed management to develop as a systematic method of controlling business organizations (Whetten and Cameron 2005). Certainly, the practice of management consists primarily of communication activities, and most of that communication is devoted to decision-making processes of one kind or another.

2.5 Human Resource Management and Organizational Culture

Different researchers had been stated their arguments from the view of their perspective, knowledge, practice and observations in their organizations culture and human resource management and various approaches are defined human resource management from among Aquinas (2006) articulates as the process of acquisition, development, motivation and maintenances. In the other case, the model developed by American societies indicated that human resource development concerned with

- Training and development
- Organization development
- Organization/Job Design
- Human resource Planning
- Selection and Staffing
- Information Systems and
- Compensation/Benefits

Labor Relations but the organizational culture shapes the above concepts and to the interest and need of the organization Clayton.et al (2006) stated that Organizational culture affects and regulates the members of the organization to think, feel and act within the framework of that organization. Culture is the result of common learning experiences and culture forms the basis of group identity and shared thought, belief, and feeling. In addition to this Clayton.et al (2006) expressed that "One may observe that in one organization, for example, people tend to challenge each other openly. In other organizations, people may be more "polite" they do not openly disagree or criticize in some organizations employees.

Some wear casual or even sloppy clothes, while in other they may dress more formally". Culture is comprised for processes, or ways of working together, and of shared criteria for decision-making, which at one point in the organization's history were explicitly debated, but which have been employed so successfully so often that they come to be adopted by assumption Clayton, (2006). Organizational cultures has created, maintained and transformed by people. An organizational culture in apart also created and maintained by the organization's leadership.

Leaders at the executive level are the principle source for the generation and re-infusion of an organization's ideology, articulation of core values and specification of norms. Organizational values express preferences behaviors or certain outcomes.

Overall, Brown, 1998 stated that organizational culture has a positive or negative aspects in behave of in a way organizational norms express behaviors accepted by others. They are culturally acceptable ways of pursuing goals. Leaders also establish the parameters for formal lines of communication and message content-the formal interaction rules for the organization. Values and norms, once transmitted through the organization, establish the permanence of the organization's culture. One of the primary responsibilities of strategic leaders is to create and maintain the organizational characteristics that reward and encourage collective effort. Perhaps the most fundamental of these is Organizational Culture and Leadership.

Business leaders are vital to the creation and communication of their workplace culture. However, the relationship between leadership and culture is not one-sided. While leaders are the principal architects of culture, an established culture influences what kind of leadership is possible (Schein, 2010).Leaders must appreciate their role in maintaining or evolving an organization's culture. A deeply embedded and established culture illustrates how people should behave, which can help employees achieve their goals. This behavioral framework, in turn, ensures higher job satisfaction when an employee feels a leader is helping him or her complete a goal (Tsai, 2011). From this perspective, organizational culture and leadership has inextricably linked.

Leaders can create, and also be created or influenced by, many different workplace cultures. These differences can manifest themselves is a variety of ways including, but not limited to Person culture and market culture (Boundless, 2015).

2.6   What Is Decision Making?

Decision-making is an essential part of management and it occurs in every function at all levels, often taken in the face of uncertainty, conflicting objectives, value preference, and risk attitudes. According to, Mintzberg (1973) defines decision making as a "commitment to action". It has be considered as the process of making intentional, informed choices (Marakas, 2003) between

alternative actions that are possible (Saaty, 1982). Paradice (1991) defines decision making as "the product of intellectual processes resulting in the selection of a course of action between numerous options, leading to a final selection".

Now day's decision maker has expected to make more decisions than ever before, often without much support and with a limited amount of time (Capgemini, 2004). As the complexity of decision making increases, the issue of developing decision-making capabilities remains a challenge (Papamichail and Rajarm, 2007).

Decision-making is the most important function of manager. It is also the hardest and the most dangerous. With decisions valued in their millions (Forrester, 2003) a bad decision can damage a business and a career irreparable (Hammond et al., 2006). Fragmented and inaccurate data causes executives and managers to make delayed and flawed decisions costing millions (Forrester, 2003). Finding the right data at the right time and analyzing it fast enough remains a challenge for businesses as poor decisions can be very costly (Teradata, 2004).

2.6.1   Types of Decisions

According to Laudon (2008), decisions has made at all levels of the firm. Some of these decisions are routine and common and others are novel and complex. Even though the value of improving any one of these decisions may not be significant, improving hundreds of thousands of these small decisions ultimately adds up to a huge yearly value. Organizations typically consist of three levels of management senior or strategic management, Middle or tactical management and operational management. Each of these levels has diverse information needs in order to support decision-making and has responsible for different kinds of decisions.

Laudon (2008) categorize decisions as structured, semi structured and unstructured. Structured decisions are those that are recurring and regular decisions, where decision makers can follow a predefined procedure in order to handle them properly and efficiently. Semi structured decisions are those in which only a portion of the problem has an obvious solution offered by an approved process. Finally, unstructured decisions has described as novel and non-routine decisions with a high degree of uncertainty. Such decisions require decision makers to provide judgment, assessment and insight to solve the problem these types of decisions are usually associated with

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specific management levels. For instance, the operational management level typically consists of thousands of structured decisions, which are routine and repetitive and have a predefined procedure for handling them efficiently. The tactical management level on the other hand, consists of hundreds of semi-structured decisions, where only a part of the problem has a clear-cut solution. However, the strategic management level consists of dozens of unstructured decisions, which are novel and non-routine with a high degree of uncertainty.

2.7. Conceptual Framework

Managers make decisions on a daily basis, addressing everything from day-to-day operational to Strategic issues. Deciders to make sound rational decision it follow the six decision-making processes (Ingram, 2009). This can identify the problems, the alternative, evaluate alternative, choose the alternative, Implement the solution and evaluate the outcome. In decision-making process, each step should examine at length to practices good decision but deciders often run through all of the steps quickly when making decisions. Understanding the factors that affect the process helps to improve the decision-making abilities. The organizational culture that can affect positively or negatively over the decision making process are such as Organizational value, leadership style, culture of communication and types of decision might be un properly organized it will be an obstacle to successfully decision making. It has been suggests that becoming more aware of these obstacles; deciders will be able to anticipate and overcome them and make better decision.
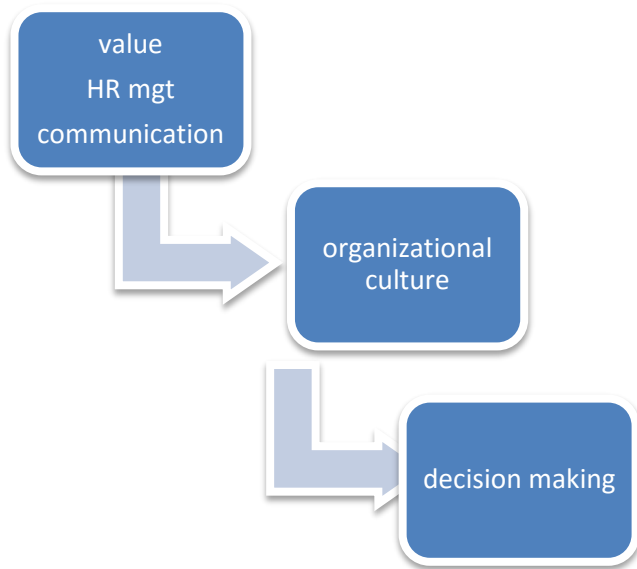
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Figure 0.1 Relationship between organizational culture and decision-making practice

HYPOTHESES

After reviewing the pertinent literature and on the basis of theoretical framework, the following hypotheses were developed:

H1: Organizational culture negatively or positively influences the decision making process.

H2: The organizational value can influence the managerial decision making process.

H3: The communication style and ways of information flow in organization has an impact on managerial decision making process.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1   INTRODUCTION

In this chapter the overall research design and methodology is explained. Hence, the type of research design, sample size and sampling techniques, data source, data analysis techniques and data gathering tools have been presented.

3.2   Research Design

This chapter presents a detail discussion about the type of research design employed in the study. Moreover, topics related to the sample size, sampling techniques, method of data collection, data analysis and interpretation tools are included. Explanation about validity, ethicality and reliability of study are also part of this chapter. In order to achieve the study objectives, the researcher used correlational research design in determining relationship between the different elements of organizational culture and decision making. Different literatures and empirical studies were reviewed to gain insights and background information about the effect of different types of organizational culture on decision making. The information from this step helped in designing questionnaire and to better understand the problem of the study.

Accordingly, case study research technique include both quantitative and qualitative research design, where by close ended questions with pre-determined scale for response and interview were collected from AyerTena and Ewkat Lefra high Schools. This cross sectional data single point in time responses were analyzed and interpreted mainly using SPSS version V20.

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3.3   Research Design Approach

This is a survey type of research, has used mixed approach both quantitative and qualitative analysis had used to conduct the organizational culture and decision making of the organization. Towards providing answers to the questions considered in the research and that was achieved the objective of the study. Data had collected from purposely selected, employees, of the organization and parent representatives these have stayed in the organization for one and above years. In addition to this qualitative data has gathered from directors, department heads and student representatives through interview.

3.4   Source of Data

The populations of the study were the government schools exist in Ayer Tena. Specially, AyerTena and Ewkat Lefra high Schools. However, to represent this population the primary data collection survey methods had used through structured questionnaires which were distributed to purposely selected samples of employees, parents, supervisors and department heads of School for those who stayed in organization for at least a year and above. In addition to this interview, method and focus group discussions has conducted with directors' department heads and student representatives for a purpose of triangulation.

3.5 Data Gathering Tools

A primary source of data utilized been undertaken in the research. However to this end, various instruments were used, such as closed ended questions in linkert scale; focus group discussion guidelines were designed and implemented for the purpose of generating first hand data for the study. In addition, secondary sources of information such as books, articles, journals, annual reports and other relevant organization documents also used in the research data collection Sample.

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3.6 Size and Sampling Techniques

The primary data had been collected through closed ended questions based on purposive sampling techniques that concerned with specific experience and interviews, focused group discussions has used for triangulation purpose. It was collected primarily from high school directors, supervisors, employee's representatives of parents and human resource managers, those have staying in organization for at least a year and above, because these are better to know about the culture of organization and from secondary data were collected from documents like annual reports, attendances, which mainly related to the decision making process.

Based on the primery and secondery data used to gathe for sufficient information and the data was collected by the princimpal researcher. The examainer destaributed 320 copies of the questionaries to repondents and collected 300 filled ones. The responece rate was 94%. Each questionerie was attended by converting letter exploring the purpose of the study to the potential respondent.contact information's were provided on the converting letter ,present the respondents the chance to contact the researcher in the happening of any questions or problems that araised.after the participants consent was obtained questionaries was administered.the data entry ,transcriptions and data analysis were done through using spss version 20.

3.7   Methods of Data Analysis

The primary data generated through the structured questionnaires categorized in a way that suits to address the research question raised in the categories of organizational,culture,organizational value ,communication and decision making dimensions Based on the classification that the data has entered in to Microsoft excel and the raw data set was established. Following this, the raw data was imported to statistical package for social science version 20.0 (SPSS) and the frequency tables were produced for all response variables in the data set.

 Therefore, descriptions and data analysis has carried out using the mean values, frequency tables and standard deviations of the respondent's answers were been calculated based on the quantitative implications. Simple regressions and correlation analysis was used to analyze the impact and the relationship between the dependent and independent variables.Qualitative Data Analysis carried

out Structured Interviews carried out with the director's and focus group discussions have conducted with directors, department heads and student representatives in the school for triangulation purpose. Qualitative information obtained from the discussion has summarized and analyzed.

3.8 Ethical Consideration

The study considers ethical issues. Before distributing questionnaires to employees of the selected schools letter of recommendation from the head office shown and permission has asked to fill the questionnaires. Respondents" not asked to write their name in order to increase the confidentiality of the information they give, In addition, the questionnaire explains that the purpose of research was for academic purpose.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRITATION

4.1 INTRODUCTIN

In this chapter, data has presented and discussed to address the research questions and objectives. The following are the main headings: response rate, respondents, general information, descriptive statics results, reliability and validity test, person correlation analysis and multiple regression analysis.

4.2 Demographic Characteristics of The Respondents

The general information of the respondents include gender, age, level of education, and working experience within the organization this aspect of the analysis deals with the personal data on the respondents of the questionnaires given to them. The tables below show the details of general information of the respondents.   Table 1   demographic characterstics of respondents

Sign	Variables	respondents	frequency	Percentage
1	Gender	Male	190	36.7
		Female	110	63.3
		Total	300	100
2	Age	26-35	156	52
		36-50	144	48
		Total	300	100
3	Level of education	Diploma	40	13.3
		Degree	200	66.7
		Master	60	20.0
		Total	300	100
4	Work experience	1 year	22	7.3
		2 years	25	8.3
		3 years	37	12.3
		4 years	78	26.0
		5 years	53	17.7
		>5 years	85	28.3
		Total	300	100

Source: - Own survey result, 2019

From the total respondents, 300 of employees 63.3% of them are male and 36.7 % of them are female which shows that the work cultured by male more than female and from the total respondents, of 300 Employees 52% are at the age of 26-35, which shows the institute has a good manpower mix. More ever from total respondents 86.7 % of respondents holds degree and master so, this indicate that there are well educated employees, However it is not well enough for governmental plan, when we see years of experience, 84.4 % of respondents served above 2 years which is indicated that there is highly experienced employees these know about past and existing culture of the organization.

4.3 Data Analysis

After collection, screening, and organizing of the data gathered through questionnaire filled by different personnel from Case Study of Government Schools in Ayer Tena: Ewkat Lefra and Ayer Tena high school, the researcher came across the following finding about the impacts of organizational culture on adecision making process in the institutes. The data collected are tabulated in which it shows the frequency/number of respondents and the percentage from the total 300 sample size.

4.3.1 Descriptive Statistics Results

Table 2 aggregate Mean and standard deviation of organizational value

Variable	N	Mean	Std. Deviation
Organizational value	300	2.6320	0.19052

Source: - Own survey result, 2019

Value has measured in a four measure items, the mean score for Organizational value is, **2.6320** and standard deviation of 0.19052 **as** entered in the above table 4.5.

Table 3. aggregate alue Mean and standard deviation of human resource

Variable	N	Mean	Std. Deviation
human resource	300	2.5762	0.62076

Source: - Own survey result, 2019

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Concerning human resource management on employees have a positive view; the mean result appeared to 2.5762be and standard deviation of 0.62076.

Table 4 *aggregate value of Communication*

Variable	N	Mean	Std. Deviation
Communication	300	2.6022	0.61765

Source: - Own survey result, 2019

Communication is also one of variable with the mean of 2.6022 and standard deviation of 0.61765.

Table 5 *aggregate value of dependent, independent variables mean, and standard deviation*

Items	Mean	Std. Deviation	N
DECISION	2.7000	.36417	300
Value	2.6320	.19052	300
Communication	2.6022	.61765	300
human resource	2.57620	.62076	300

Sources; Owen survey result, 2019

As presented in the above table, aggregate communication with the mean of 2.6022 and standard deviation of 0.061765. For the overall value, mean and standard deviation is 2.6320 and 0.19052 respectively and the overall human resource management shows the value with the mean of 2.5762 and standard deviation of 0.62076. Standard deviation is a measure of how well the mean represents the data. Whereas, small standard deviation means (relative to the value of the mean itself) indicates that the data points are close to the mean. In this case, larger standard deviation (relative to the mean) indicates that the data points are distant from the mean (i.e. the mean is not an accurate representative of the data) (Andy, 2010). Similarly, high standard deviation means that the data wide spread, which means that respondents give variety of opinion and the low deviation means that respondents express close opinion. Therefore, from the above table we can see that respondents seem to express a close opinion and this mean is a good fit of the data.

4.4 Pearson Correlation Analysis

To determine the relationship between dependent variables (value, communication, leadership, human resource management) and decision-making Pearson correlation has computed. Table12 below presents the results of Pearson correlation on the relationship.

Table 6 Pearson Correlations analysis

		DECISION	Value	Communication	HRM
Decision	**Pearson Correlation**	1	-.336[**]	-.239[**]	-.229[**]
	Sig. (2-tailed)		.000	.000	.000
	N	300	300	300	300
Value	**Pearson Correlation**	-.336[**]	1	.724[**]	-.014
	Sig. (2-tailed)	.000		.000	.815
	N	300	300	300	300
Communication	**Pearson Correlation**	-.239[**]	.724[**]	1	.035
	Sig. (2-tailed)	.000	.000		.551
	N	300	300	300	300
HRM	**Pearson Correlation**	-.229[**]	-.014	.035	1
	Sig. (2-tailed)	.000	.815	.551	
	N	300	300	300	300

Source: - Own survey result, 2019

According to Andy (2010), Pearson's correlations require only that data are interval for it to be an accurate measure of the linear relationship between two variables. The correlation matrix is extremely useful for getting an estimate of the relationships between predictors and the outcome, and for a preliminary look for multi-co-linearity. However, if we want to establish whether the correlation coefficient is significant, then more assumptions are required: for the test statistic to be valid data have normally distributed.

As presented in the above table, the SPSS output provides correlation coefficients for the three variables. Each correlation coefficient with both the significance value of the correlation and the sample size (N) on which it is based on displayed. The output shows that each variable is perfectly correlated with itself (obviously) and so r=1, along the diagonal of the table. As per the source of the same author, usually, social scientists accept any probability value below 0.05 as being statically meaningful and so any probability value below 0.05 indicated as indicative of genuine effect.

As can we see from the above table there are a significant negative correlation between the four independent variables (value, communication, HRM) and dependent variable (decision-making process). Moreover, the result was found to be statistically significant at (P<0.01). This shows that all the factors have negative correlation and have an effect on decision-making as it has seen from the table that were significant positive correlation between the two independent variables (value and communication). Moreover, the result was found to be statistically significant at (P<0.01) for decision-making and independent variables at (P<0.01) for organization.

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.439[a]	.193	.182	.32936	.193	17.634	4	295	.000

Source :Owen survey result,2019

   a. Dependent Variable: decision making
   b. Predictors: (Constant), value, communication and HRM

In the above table 4.13 using the linear regression coefficient of R and the corresponding R^2, we can assess how well the model fits the data in this study. Multiple R is the correlation between the observed value of y and the value of y predicted by the multiple regression models. Therefore, large values of the multiple R represent a large correlation between the predicted and observed values of the outcome. However, it can vary between -1 and 1 and a positive value indicates that as the predictor variable increases so does the likelihood of the event occurring.

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A negative value implies that as the predictor variable increase, the likelihood of the outcome occurring decreases. If a variable has a small value of R then it contributes only a small amount to the model. It follows that the resulting R² can interpret in the same way as simple regression. It is the amount of variation in the outcome variable, which accounted for by the model with this assumption. The summary table presented above provides the value of R and R² for the model that has derived.

The above table represents the analysis of multiple regression models for the beta coefficients of each independent variable. Independent variable accounted for 19.3% of the variance in the creation of positive decision-making (R²=0.193). Thus, 19.3% of the variation in decision-making could explain by the four independent variables (value, , communication and HRM) and other unexplored variables may explain the variation in which decision making which accounts for about 79.7%, shown in table 4.13.

4.5 Anova Result

Table 8   ANOVA results for the impacts of organizational culture on decision-making process

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	7.652	4	1.913		
Residual	32.001	295	108	17.634	.000ᵇ
Total	39.653	299			

Source: Owen survey,2019

    A. Dependent Variable: decision making

    B. Independent variables HRM, value, communication, leadership

As indicated in table 13 there is statistically significant effect between independent variable (decision making) and dependent variable (value ,communication and HRM) where, (F) value was (17.634) at 0.000 which states that there is significant effect of organizational culture on decision making.

4.6 Multiple Regrasion Analysis

Table 9 Result of Multiple Regression analysis

R square	Degree of freedom (df)		F	Variables	Sig.	Standardized coefficients (β)
0.193	Regression	7.652	17.63	Value	0.023	0.196
	Residual	32.001		Communication	0.014	0.181
	Total	39.65		Human resource management	0.026	0.921

Source: Owen survey,2019

Multiple regression analysis has used to test if the organizational culture significantly predicted study participant is rating of decision-making. The results of the regression analysis indicated the four predictors explained 19.3% of the variance (R^2 .193, F (4,299) = 17.63, p<.005). It was found that human resource significantly predicted decision-making (β=.921, p<.026), followed by value (β=.196, p<.023), and communication (β=.181, p<.026).

R^2 of the above table found how much the variance in the dependent variable is explained by the model (organizational culture) in this case 0.193 (19.3%)which is the organizational culture that explains 19.3% of the variance in decision making. Regarding the independent variables that contributed more to the prediction of the dependent variable (*beta*), which is a standard coefficient. It is the human resource with β= .921 the largest beta which was the strongest unique contributor to explaining the dependent variable and the value β= .196 and communication β=.181 which were the second contributor respectively indicating that value and communication made less of the unique contribution.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

This chapter deals with data presentation, analysis and interpretation. The data obtained through questionnaire and interview was treated in combination. In addition, the institutes organizational cultural and decision making process practices has been analyzed in reference with the best international methods.

5.2 Summary Of key Findings

The study intended to find out the impacts of organizational culture on a decision making on governmental schools exist in Ayer Tena from the analysis and data collected the following discussions, conclusions and recommendations were made. The analysis has based on the objectives of the study.

- The study revealed that the majority of respondents were well educated and experienced at which more than 86% of respondent degree and above holders.

- Among respondents 72% of them were well experienced with more than three years.

- Descriptive statistical techniques were used to analyze the primary data collected through structured questionnaires from government schools of AyerTena and EwkatLefra as a sample 94% of the population were participated in the research .

- Appropriate tests had also undertaken in order to check the validity and reliability of questionnaires with validity of more than 0.7 alpha value.

- From the Pearson correlation analysis indicated that value, communication and human resource management were correlated strongly with the value of -.336, -.239 and -.229 respectively to decision making process.

- The multiple regression analysis output stated that the three variables which were value, communication, and human resource management negatively affect the decision making process at a significant value of $p < 0.005$.

- Whereas the research indicated that decision-making seggnificantly affected by human resource management followed by value and communication of the organization based on the beta value of 0.921 ,0.196 and 0.181, respectively indicated in the research analysis.

- overall the organizational culture concerned to human resource management, value and communication takes 19.3% of impact level in a decision making process whereas the remaining factors were not justified by this research. Even though it takes a smaller share than other factor, they are important parts in determining quality and fair decision-making.

5.3   CONCLUSIONS

The objective of the study was to assess the impacts of organizational culture on decision-making process. Based on the study literature review and the conducted research on this topic the finding leads to following conclusions.

The organizational culture is a framework, to lead manage and give a decision in daily activities of the school. We can also say that school culture refers to the beliefs, perceptions, relationships, attitudes, formal and informal rules influence every aspect of school functions. Consequently creating negative value can affect the human relationship in forming of teamwork and synergy between teachers, students and managers the impacts of decision-making.

The opinions of the teachers, parents and students and office in school culture and communication are highly valued. In formations must be flow in all direction in a sense of openness, trust equality and transparency unless decision-making practices lack of information, which increased the uncertainty of the practiced decision. Majority of the practices decision carried out not participated that increased the effort to communicate for implementation.

The decision skill to make sound and rational decision is not adequate in relation to the assigned position. The complexity of the management and the organization politics increased fear and unconfident the lower level decision makers even to make trivial decisions.

Human resource management is critical part in the school management, because the employees are mainly concerned with exchange of ideas with people. For fear that we practice decision in our daily activities on people if the process affected in a way of providing human resource, Job specification, openness to internal and external societies, Performance appraisal, determining training needs, stability and consistency of employees can positively or negatively affect the decision making process.

In this research throughout dissection and based on questioners the information obtained as indicated that human resource management, value and culture of communication can negatively affect the organization this means the Overall organizational culture in Sharing vision, strategy and policy were very weak.

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Because of this and others, the accountability, fairness, trust among colleagues belongingness to the organization and working relationship among all staffs as culture was weak.

5.4 RECOMMENDATION

Based on the study conducted and the findings of the analysis, the following remarks are highly recommended:

- In this research, it is not hard to understand the organizational culture is so important that can influence the development of the school in the future.
- Culture as whole in positively or negatively manner affects the process of decision making in incase the government schools must give attention in human resource management in a way of training selection performance appraisal in the process of putting right man in a right position and decreasing absenteeism being late from working time.
- Organizations can reduce the impacts of value is the core part of the school activity to establish strong team work through concerning in Commitment of individuals in team, Openness to information flow and by Involving the team in decision making process.
- The research also recommended that schools have to work in a developing of communication culture because it used to decrease the influence of decision-making process through facilitating of the available information to the right time for a concerned body. Conversely, using technology and increasing the formal communication could lead the organization to be transparent, accountable and fair.
- The organizational culture makes more influence on the decision-making in two ways one way is, the organizational culture influences the atmosphere in the organization or encourages the staffs and direct haw to achieve the goals.
- In the other way it establish the regulations it may make employees act more carefully in the organizations and it also limits the practice of organizational decision. Therefore, to rise above these organizations must work in building professionalism that not alters the activities of management bodies.

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APPENDEX

DEPARTMENT OF GENERAL MANAGEMENT

QUESTIONNAIRES HAS TO BE FILLED BY EMPLOYEES IN THE SCHOOL OF AYER TENA AND EWKAT LEFRA HIGH SCHOOL

Dear respondent,

The aim of this study is to assess the impacts of organizational culture on decision making in this organization. Accordingly, this questionnaire has designed to collect relevant data to assess the impacts of culture on decision-making process. Your responses for the following questions are extremely important for the successful completion of this work.

The information you provide has used only for the purpose indicated and you are kindly requested to fill in responding the questions the researcher would like to be thankful if in advance for your cooperation to fill the following questioner.

I. **PERSONAL INFORMATION**

Please indicate your response by marking "X" against your choices or write your answer in the place provide. There is no need to write your name.

1. **Gender**
   Male ☐   Female ☐

2. **Age group**
   18-25 ☐   26-35 ☐   36-50 ☐   Above 50 ☐

3. Work experience

   2-years   3-years   4-years   5-years   above-5 years

4. **Level of Education**

Certificate	
Diploma	
First Degree	
Master's Degree	
other educational level	

II. INSTRUCTION

For question "1-5 " indicate your response by marking "X" against your choices the numbers in a table **stands for rates:**

1-Very weak

2- weak

3- Satisfactory

4- Strong and
5-very strong

1. How do you evaluate your value in team commitment, dynamics and synergy in the organization?

	Evaluate team commitment dynamic and synergy	1	2	3	4	5
A	Commitment for team work					
B	trust among team members					
C	Team spirit					
D	Belongingness to the organization					
E	understanding work place attitude					
F	work only for benefit					
	Giving attention to quality out put					

2. How do you evaluate the culture of human resource management over the following terms?

	Human resource management	1	2	3	4	5
A	Cope with the absences and deal with the conflicts					
B	Job specification is clear and open to employees					
C	Stability and consistency of employees					
D	Performance appraisal					
E	There is carrier development accordingly					
F	find and attract skilled employees					
G	selecting right person for right training					

3-.How do you evaluate the culture of internal communication in the organization?

	Evaluate internal communication	1	2	3	4	5

A	Openness and trust					
B	Dealing face to face for negotiation					
C	Information flow in all direction					
D	Transparency					
E	Sharing organizational vision, mission and objective on time					
F	Ethical and respectful communication					
G	using new technologies					

5. How do you rate the decision making process in your school?

	Decision making process	1	2	3	4	5
A	Transparency					
B	Accountability					
C	Fairness					
D	Consistent					
E	Work related					
E	Predictable					
F	Involvement					
G	Transparency					

Interview questions

1. Do you think that the organization has its Owen culture?
2. What are the main organizational cultures you mention to be proud on, as well as something habited by the organization however, that is difficult to stop it?
3. How do you rate the organizational culture in the item of individual's value in teamwork, leadership and human resource development?
4. How do you share to the employee's vision, mission, objective and goal of the organization?
5. How do you communicate with in horizontal and vertical manner of the structure?
6. What factors of organizational culture affect you decision making process?
7. How do you regulate activities occurred in your daily decision making process?
8. Do you follow important decision-making process in each case? If yes why? If say no why not do that?

x