



ST. MARY'S UNIVERSITY COLLEGE
SCHOOL OF GRADUATE STUDIES

THE ROLE OF ORGANIZATIONAL CULTURE ON EFFECTIVENESS
IN THE CASE OF ANBESSA CITY BUS SERVICE ENTERPRISE

BY
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ID NO: SGS/0039/2010B

JANUARY, 2020
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY COLLEGE, SCHOOL OF
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DEDICATION

I dedicate this thesis for all human beings who spend their life seeking knowledge.



DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of my advisor, Zemenu Ayinadis (Ass prof.), and all sources of the materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Brook Samuel

Name

St. Mary's University College, Addis Ababa

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JANUARY, 2020

ENDORSEMENT

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

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Advisor

St. Mary's University College, Addis Ababa

Signature

JANUARY, 2020

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LIST OF ABBREVIATIONS

ACBSE: ANBESSA CITY BUS SERVICE ENTERPRISE

ANOVA: Analysis of variance

VIF: Variance Inflation Factor

SPSS: Statistical Package for Social Science

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ABSTRACT

The main purpose of the study was to investigate the role of organizational culture on effectiveness in the case of ACBSE. During the study explanatory research design implemented and convenience sampling technique used for distributing 97 closed ended questioners for employees and managers. Also descriptive and inferential analysis made by using of statistical package for social science (SPSS20) software. From analysis of regression model 45.5% of variation of dependent (organizational effectiveness) variables explained by independent variables(organizational culture dimensions).Likewise, communication, Strategic Direction and System of control have a significant relationship with the dependent variables but other seven independent variables have no significant relationship with dependent variables and this indicated that three independent variables(communication ,strategic direction and system of control) have a significant role for effectiveness of ACBSE. Furthermore, medium level of response got from analyzed tables and those indicated that ACBSE achieved medium level of organizational effectiveness because of this ACBSE have difficulty achieving with employee satisfaction, organizational commitment, customer orientation and financial and growth performance effectiveness. Finally conclusion and recommendation were given on the bases of the findings of the study.

Key words: Organizational culture, Organizational culture dimensions, Organizational Effectiveness, Organizational Effectiveness indicators

CHAPTER ONE: INTRODUCTION

1.1. Background of the Study

The topic of culture and effectiveness is a central importance in organizational studies, but progress in the development of theory and research has been slowed by a formidable set of research problems. For example, an integrative theory must encompass a broad range of phenomena extending from core assumptions to visible artifacts, and from social structures to individual meaning. Such a theory must also address culture as a symbolic representation of past attempts at adaptation and survival as well as a set of limiting or enabling conditions for future adaptation. Several attempts at integration have been presented (Allaire & Firsirotu 1984; Ott, 1989; Schein 1985) but there is still limited consensus regarding a general theory of organizational culture, and healthy skepticism about whether culture can ever be "measured" in a way that allows one organization to be compared with another. The concept of effectiveness also presents a challenging set of problems. The multidimensional nature of the concept requires that effectiveness be defined by a complex of stakeholders, who may hold differing, incompatible, and changing criteria (Cameron & Whetten 1983, Lewin & Minton, 1986). In recognition of these difficulties, some researchers have even called for a moratorium on empirical research on effectiveness, suggesting that inquiries be limited to single outcome studies (Goodman et al., 1983). Joining the two concepts of culture and effectiveness thus defines a search question which is important, but often problematic.

On a theoretical level, the crux of the issue has been tension between the functionalist perspective emphasizing the predictable impacts of purposive, intentional forms of social organization, and a phenomenological perspective emphasizing the emergent and epiphenomena nature of those same organizations. Giddens (1979) and Riley (1983) argued that researchers must seek a concurrent understanding of the impact of social structure on individuals as well as the part that individuals play in creating those structures. Each organizational actor must be understood as both a subject and an agent of the system at the same time (Mead, 1934). To wit; Structures are both the medium and the outcome of interaction. They are the medium, because structures provide the rules and resources individuals must draw upon to interact meaningfully. They are its outcome, because rules and resources exist only through being applied and acknowledged in interaction-they have no reality independent of the social practices they

constitute. Riley (1983, p. 415) on an empirical level there is also increasing attention to the integration of approaches. Jermier et al. (1991); Hofstede et al. (1990); Siehl & Martin (1981) and Denison (1990) each present empirical research that incorporates qualitative and quantitative data and acknowledges the importance of both the functionalist and phenomenological perspectives. Other researchers have recently presented empirical culture studies which have relied upon quantitative survey data to characterize and compare organizational cultures (Rousseau and Cooke, 1988; Hofstede et al., 1990; Chatman, 1991; O'Reilly et al., 1991; Jermier et al., 1991; Kotter and Heskett, 1992). This research has characterized organizational cultures in terms of underlying traits and value dimensions, and has typically acknowledged that culture is being treated as a variable for a specific research purpose.

1.1.2. Background of the Enterprise

ANBESSA CITY BUS SERVICE ENTERPRISE (ACBSE) was established as a share company in the year 1943 A.D by five used trucks confiscated from the Fascist Italian invader. In 1952, it was organized in to a share company by getting legal entity from the government. At that particular year the Enterprise had only 10 buses to serve the people of Addis Ababa in four routes. In 1956 the Enterprise bought 20 Mercedes model buses increased its routes to 14. The management also shifted from foreigners to Ethiopians in the year. In 1973 A.D. the Enterprise bought 50 city buses and strengthened its transportation service. In the year 1974 A.D, it was also nationalized by the Military Derg Regime and it was also given additional task it to give intercity transport service under the umbrella of Public transport Corporation(PTC) until the dawn fall the Derg Regime in 1994. After dawn fall of the Derg regime, in 1994 A.D by the FDRE Negarit Gazeta proclamation no.187/94, it was also reorganized as state owned Enterprise and named the current name Anbessa City Bus Service Enterprise by paid up capital of birr 14 million birr containing small number of old buses to give transport service not only for Addis Ababa City and but also for its surrounding towns (Oromia Special Zone towns). In 1995A.D after the Addis Ababa City Administration saw the transport problem of its residents and the Enterprise's incapacity of to cover the transport demand of the people, it bought 466 DAF model buses form the Netherlands country by 60 percent grant and 40 percent payment from its budget. In addition, in the year 2010 A.D. the city administration also bought 550 Bishoftu model buses from METEC (Metals And Engineering Corporation) from the 550 buses 200 buses are articulated buses which are 18 meters long and 350 buses are rigid buses which are 12 meters

long. In the year 2018, it has also signed contract agreement with METEC to purchase 725 Bishoftu model buses from which 25 buses are double deck and the remaining are rigid buses. Until February 30, 2019, the Enterprise has received 225 rigid buses and 25 articulated buses from 725 buses. Even if much is done to support the Enterprise, it is not successful to fulfill the demand of its customers transport service due to shortage of buses. By using the aforementioned number of buses the Enterprise gives transportation services for more than four hundred thousand people per day through 124 routes in Addis Ababa and its surrounding. To maintain these buses functional and providing the service properly the Enterprise bought and occupied huge amount of spare parts and materials from local and foreign markets. Managing these inventories from acquisition up to disposition has its own process and challenges. The Enterprise now has three operating depots namely Yeka depot in which the headquarter office is located, Shegole depot and Mekanisa depot. In addition it has got additional land to be used as the fourth depot which is now under construction located in Akaki-kality Sub City Administration. Finally from this circumstances the researcher point out the core problem under below section.

1.2. Statement of the Problem

The organizations are strong social tools to arrange the relationships between the individuals. Organizations are goal directed, boundary maintaining, and socially constructed systems of human activity, which focuses attention on the social processes involved in the genesis and persistence of organizations (Aldrich, 1999). So to be a strong organization, the organization culture play important role, in same time organization culture plays important role for effectiveness of the organization. To measure effectiveness of organization there must some indicators that is customer orientation, employee satisfaction, organizational commitment and financial and growth performance.

ACBSE facing different kind of problem related with achieving organization goal. According to the paper of (Tsegaye, 2016) ACBSE have problem on employee satisfaction, customer satisfaction and inventory problem that leads to affect the financial and growth performance of ACBSE. Generally the researcher indicates that there is organization culture problem in ACBSE and this leads to affecting effectiveness of ACBSE.

ACBSE, which is the study area of this research, is in charge of inefficiency to fulfill demand for transport of its customers (Demelash, 2007 and Aschalew, 2015). These two researches were

done at different times for their Master's Degree focusing on ACBSE's performance of service delivery and customer satisfaction. The first research was done by taking 500 customers sample respondents through questionnaire and asking officials of the Enterprise through interview and the second one was done by taking 100 passengers and 108 employees of the Enterprise as a sample size to assess level of customers' satisfaction. The result of these studies indicates that customers are not satisfied by service of the Enterprise because its buses are not available timely and also according to employees and managers of the Enterprise there is a problem to supply their buses in full capacity. Standing from this situation the researcher wants to feel the gap related with organizational culture dimensions and the significant role of organizational culture dimensions on effectiveness in the case of ACBSE.

1.3. Research Question

- What is the role of organizational culture on effectiveness?
- What is the relationship between organizational culture dimensions and organizational effectiveness?
- What is the level of effectiveness of ACBSE?
- Which organizational culture dimensions play important role for effectiveness of ACBSE?

1.4. Objective of the Study

1.4.1. General Objective

The main objective of the research is to study the roles of organization culture on organizational effectiveness.

1.4.2. Specific Objective

- To study the role of organizational culture on effectiveness in the case of ACBSE.
- To analyze the relationship between organizational culture dimensions and organizational effectiveness in ACBSE.
- To study the level of effectiveness in ACBSE.
- To study which organizational culture dimensions play important role for effectiveness of ACBSE.

1.5. Definition of Terms

- **Organizational culture:** comprises the shared set of beliefs, expectations, values, norms and work routines that influence how members of an organization relate to one another and work together to achieve organizational goal (Jones and George, 2006).
- **Organizational Effectiveness:** is described as the efficiency through which organization is capable to completely achieve its objectives.
- **Organizational culture dimensions:** Are care about clients, collaboration, communication, coordination and integration, involvement, learning, strategic direction, reward and incentive system, system of control and transmission of information (Ginevičius and Vaitkūnaitė, 2006) in the case of this study.
- **Organizational Effectiveness indicators:** Are customer orientation, employee satisfaction, organizational commitment and financial & growth performance in the case of this study.

1.6. Significance of the Study

The main significant of study will be:-

- To give precise information about the current statuses of ACBSE in terms of organizational effectiveness.
- To indicate which organization culture dimension have vital role for effectiveness of ACBSE.
- The study might contribute to the existing literature through identifying the significance relationship between the selected organizational culture and organizational effectiveness. Moreover, empirically identifying the contribution of organizational culture dimensions to organizational effectiveness in Ethiopian context is an important addition for the literature as well.
- The company might use the study finding as an input to amend its policy and procedure on organizational culture and other related human capital management strategies.
- To give guidance for future researcher related with organizational culture and effectiveness.

1.7. Scope of the Study

The research has geographic, time and conceptual delimitation. On the geographic delimitation, the case company operates in Addis Ababa, surrounding area and Jimma. The research is conducted on Addis Ababa branches (depots) only because of the following reasons:

First, the majority of the workforce (99.44%) is found at Addis Ababa (ACBSE, 2019) and the researcher believes that a representative sample could be drawn from this target population.

Secondly, the financial capacity and time constraint on the researcher inhibit the luxury to cover the geographical distance to domestic and surrounding areas.

Thirdly, in-experience of the researcher on such comprehensive research, the researcher was face some difficulty of managing the research work and while utilizing data collection, measurement and Analysis Techniques

Furthermore, ACBSE has been providing public transport service for the past 70 years. To the contrary, this study addressed the role of the current organizational culture dimensions of ANBESSA CITY BUS SERVICE ENTERPRISE on effectiveness.

Apart from the geographical and time delimitation, the research has the following points in the conceptual scope:

The study encompasses ten selected organizational culture dimensions which are; care about client, collaboration, communication, coordination and integration, involvement, learning, reward and incentive system, strategic direction, system of control and transmission of information and four organizational effectiveness indicators which are; employee satisfaction, customer orientation ,organizational commitment and financial and growth performance. These organizational cultures, which are adapted from (Aydin and Ceylan, 2009)of organizational culture dimensions, are selected for the following reason. First, these dimensions are expressed in terms of a set of organizational practices and are implemented in the case company. Moreover, the selected dimensions are designed and created within the business environment and also uses business language. Thus, showing the role of each organizational dimension to organizational effectiveness in Ethiopia context is another area addressed by the study.

As the issue under investigation, the research participants are professional employees who have possessed a minimum of high school in their educational qualification and work experience.

1.8. Organization of the Study

The study was divided into five chapters: - chapter one was including the above and this section, that is background, statement of the problems, objectives of the study, significant of the study and organization of the study chapter two elaborated the review of literature and conceptual framework of the study, chapter three provided the research methodology part, chapter four illustrates the research findings, analysis and discussion lastly chapter five is about the summary of major findings ,conclusion and recommendations.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Introduction

People join various organizations in most part of their lives. The organizations are strong social tools to arrange the relationships between the individuals. When an individual wants to achieve his goals, which require more power than he has, he must cooperate with others. These statements make us to conclude that organizations satisfy the individuals' needs with collaborative working processes. Sometimes, the complexity of these processes and environmental changes force organizations to search more efficient operational exploration to improve their effectiveness. This means, increasing the efficiency will play important role in accelerating the development of the organizations, hence the welfare of the members.

In order to decide whether an organization is successful or not, some indicators of effectiveness should be analyzed. Customer satisfaction plays an important role in providing productivity for the organizations (Durmaz, 2009). In addition, employee satisfaction is also important for successful businesses. Effective organizations should have a culture that encourages the employee satisfaction (Bhatti and Qureshi, 2007). These employees are closer to the organizational commitment (Moyes, et al., 2008). That is why, it is important to consider the satisfaction of both customers and employees for the effectiveness of the organizations. Customer orientation may bring the customer satisfaction and this may improve their financial and growth performance by the help of their satisfied employees. Due to these statements; this study will consider the customer orientation, employee satisfaction, organizational commitment and financial & growth performance as the indicators of the effectiveness. It is sure that there may be many factors increasing the level of effectiveness in the businesses. As a different aspect, the researcher will analyze the organizational effectiveness from the standpoint of organizational culture. Organizational culture is getting great importance for the businesses and, is being analyzed by many authors. On this study the researcher will analyze the organizational culture in terms of its various dimensions. It is known that culture is a wide concept and may have many elements which differ according to the business areas.

Therefore, I should analyze it from a set of dimensions which are; involvement, collaboration, transmission of information, learning, care about clients, strategic direction, reward and incentive

system, system of control, communication, coordination and integration (Ginevičius and Vaitkūnaitė, 2006) .

2.2. Organizational Culture

2.2.1. Definition of Organizational Culture

The people learn most of the behaviors and beliefs from the people they grow up with. Although each individual has unique talents and personal preferences, the behaviors and beliefs of the people in the same organizations show common properties. This helps the organizations to create their own cultural properties. Since the members in the organizations work together in performing a job, the created culture will enable the organization members to understand each other and, work effectively. Deshpande and Webster (1989) make a definition for culture that, it is the pattern of shared values and beliefs that help members of an organization understand organizational functioning and thus teach them the behavioral norms in the organization (Kandemir et al.,2004).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 (Lederach, 1995),and is an active living phenomenon through which people jointly creates and recreates the worlds in which they live (Morgan,1997).The beliefs and ideas of the organizations have created the culture, which cannot be seen but its physical manifestations are felt in the work place. Actually, the working environment is surrounded by the culture, which shapes the job relationships and processes in the organizations. For (Schein, 2004), the organizational culture helps the organizations to solve its problems of external adaptation and internal integration by creating a shared pattern. As the new members come into the organization, they perceive and think these problems in this shared pattern. According to these definitions; a group of people come together to perform a job, they need a set of rules to act in common manner and they need to know how to act in various circumstances. Knowing how the other members of the organization act in the same circumstances- gathers the organization members under the same umbrella. Organizational culture is also taken into consideration in the decision making process of long-term plans for strategic planning. O' Cass and Ngo (2007) state that market-oriented behaviors (which generally take place in the organizations' strategy maps) are driven by the organizational culture that manifests itself in specific behaviors. That is why the strategic

planners place much emphasis on the strong role of culture. This helps the organizations to have competitive advantages and nourishes the organizational health.

2.2.2. Related Dimensions of the Organizational Culture

It is widely accepted in the literature that the organizational culture is a complex concept. It may be analyzed from various perspectives. After a detailed investigation of the literature, the best fitting culture dimensions (in accordance with my research area) were selected from the study of (Ginevičius and Vaitkūnaitė, 2006). The multidimensional nature of organizational culture will be investigated in terms of care about clients, collaboration, communication, coordination and integration, involvement, learning, strategic direction, reward and incentive system, system of control and transmission of information (Ginevičius and Vaitkūnaitė, 2006).

2.2.2.1. Care about clients

A term used less often is customer care, which is how well customers are taken care of while they interact with the brand. Instead of just going through the motions and making a sale, customer care is actually caring for customers, listening to their needs, and finding the right solution. In many instances, customer care moves one step beyond basic customer service by building an emotional connection (Morgan, 2018).

Customer care means attending to your customer's needs and making sure you retain customers. Focusing on good customer-care habits is important in bad economic times as well as good times, according to the HP Large Enterprise Business website. When you understand the importance of customer care to an organization then you can begin to apply the appropriate resources to your customer service department.

2.2.2.1.1. Maintaining Revenue in a Down Economy

It is easy to make a general statement about customer care when it comes to retaining customers. But in order to appreciate the importance of good customer care to an organization it is helpful to understand customer retention in a bad economy, according to the HP Large Enterprise Business website. When the economy goes bad, customers know that they have a choice when it comes to vendors. If you have a good customer-care policy in place, and you have been working hard to keep your associates trained and customers happy, then you will be able to retain more revenue during bad times.

2.2.2.1.2. Improves the Organization

One of the more important aspects of good customer care is receiving customer feedback, according to business expert Angela Ly writing on the Gaebler website. A business cannot initiate customer-friendly improvements or changes unless it first knows what the customer wants. By taking the time to listen to customers, and by encouraging customers to give their input through quality customer service, you can learn how to improve the way your organization does business and what product improvements you need to make to sell more products.

2.2.2.1.3. Network of Trusted Customers

When you take the time to develop positive relationships with customers, you begin to develop a valuable network of valuable marketing subjects. Trusted customers are ones that you test out new products with and get their input for changes and improvements. Without a network of trusted customers to test your products, you would have to invest in extensive market research in order to learn how to better target your products. Through an effective customer-care program, you have your market research subjects ready to give you important product input. Improves Sales Processes Good customer service can help you determine what kinds of information is important to your clients. The complaints and concerns fielded by the customer care associates can be used by the sales department to better focus sales pitches and presentations. A good customer-care program takes the time to better understand the likes and dislikes of your clients, and that is valuable sales information (George, 2017).

2.2.2.2. Collaboration

Generally in the fields of organization design and development, the word “collaboration” elicits images of work teams. Work teams are groups of individuals with interdependent work that are held jointly accountable. However, in practice, the word “team” is often improperly used to denote any group of individuals who happen to perform a similar function (such as a single-functional department), regardless of whether they have interdependent work. Or, the “team” label is placed on interdependent groups but no efforts are made to hold them jointly accountable for their work. Formal collaboration refers to the working together that results from creating different types of interdependent teams and groups as structures of accountability in the organization. Teams are recognized as teams by the organization, members often create their own rules through some form of chartering, and members are held jointly accountable for

accomplishing their work. Formal collaborative structures include temporary or permanent teams, single or multi-function teams, co-located or distributed teams, and cross-functional or function-specific teams. A common myth is that formal collaboration only occurs through one type of work team. This misconception results in the overuse of one type of team, and organizations using teams tend to “force” this one type on every work situation. Formal collaboration encompasses different types of both group and individual structures that can be applied to fit the nature of different types of work. At the group level, teams can be single-functional or multi-functional, short or long term, part of the accountability system of the organization or parallel to it, and at the worker level, management level, or both. Individuals can support collaboration by contracting to teams for their specialized services, or by acting as collaborative sponsors or facilitators to champion or coach teams (Beyerlein & Harris, 2004). Formal is not the only form of collaboration; informal collaboration is crucial as well. Informal collaboration refers to the cooperative processes that occur naturally when individuals share similar interests and problems. Learning often occurs informally through conversations at the water cooler, at social events, or in the hallways between workspaces.

2.2.2.3. Communication

Communication focuses on the means to implement innovations. Organizational communication includes the verbal and nonverbal communication that is used to influence the working environment in an organization. Organization culture with its values influences the desire for a reaction to information that is gathered and transformed through the external and internal communication channels and turned into organizational knowledge. A culture that values both – an external focus (i.e. the improvement of its competitive position) and an internal focus (i.e. the maintenance of its socio-technical system) may maximize its efficient use of innovation (Harvey, Palmer & Speier, 1998). Thus, communication is affected by the value an organization places on meeting the innovation completion or internal efficiency.

In addition, organizations react quicker to general environmental events, when the organizational values, perspective and policies reflect these (Antal, Dierkes & Hahner, 1997). Hence, if new technology introduction is too distant from the organization’s expectations, the organization may resist accepting it, resulting in its rejection. Therefore, communication channels enabling the

consistent communication of innovation and organizational change are the key element in adapting new technologies.

2.2.2.4. Coordination and Integration

2.2.2.4.1. Coordination

To achieve the objective, a detailed analysis of the coordination function will be carried out, as one of the parts of the organization. Undoubtedly, it can be said that the coordination is the process of integration of individual parts of the organization's activity to achieve common goals (Bakanauskas et al., 2011, p. 278). But it must not be forgotten that it is often considered that coordination is like the addition to the division of labor. This is not true, because when work is distributed, division and break-up of tasks happens, while coordination is an integration of tasks; many opinions are found in the literature, that coordination is the opposite process of the division of labor. This means that coordination combines together workers with different but interrelated work tasks in order to achieve the organizational goals.

It is important for everyone to realize that while coordinating it is necessary to align all company's operations so that the company would gain success as soon as possible, proportionally reconcile certain things and activities and to adapt certain measures to achieve the objectives.

More broadly, coordination is a universal function because it belongs to general management functions (planning, control, organization, motivation and other). Programs are created during planning, which determine the coordination methods and tools. In other words, while organizing an activity, managers coordinate the whole Work broken down into smaller operations, through job instructions, schedules, procedures, specifications or other documents governing the work results. This means that managers are responsible for the fluency of the activity coordination process, they motivate employees so that actions be coordinated with one another, that the division of labor and specialization of tasks splitted into the objectives be achieved, assigned tasks be performed in cooperation due to physical, psychological, cognitive and other personal limitations (Bakanauskas et al., 2011).

2.2.2.4.2. Integration

Diversification is at the basis of functional specialization, and is a design strategy used by organizations to develop key competences on which they build sustained competitive advantage (Jones, 2007). The different units shall work as a single entity, given the fact that they show different forms of interdependences (Thompson, 1967). Hence, besides specialization, organization shall seek to achieve also an adequate level of integration. Organizational integration is the “process of achieving unity of effort among the various subsystems in the accomplishment of the organization’s tasks” (Lawrence & Lorsch, 1969, p. 34). Research has found a positive relationship between integration and different measures of organizational performance (Barki&Pinsonneault, 2005; Barney, 1991; Mukhopadhyay & Kekre, 2002). Integration in organizations is both internal and external (Barki & Pinsonneault, 2005), but for the needs of this research paper, the internal perspective is the only one addressed. Internal integration is in turn divided into operational and functional. Operational integration concerns the integration of successive stages within the primary process chain or workflow of a firm (Barki & Pinsonneault, 2005). It is usually among stages which show sequential and/or reciprocal interdependences (Thompson, 1967). It requires high organizational efforts, but it eventually produces advantages in terms of productivity, competitiveness, strategic advantage, improved coordination, or reduced errors. Such integration is achieved through the mechanisms of planning, direct supervision, standardization of output or work, and mutual adjustment (Glouberman & Mintzberg, 2001; Mintzberg, 1979; Thompson, 1967). On the other side, operational integration is contrasted by specialization and goal differences, and by political matters concerning power, control, and access to resources of the different units. Functional integration concerns instead the integration of administrative and support activities with the process chain or the workflow of a firm (Barki & Pinsonneault, 2005). This integration is among units which show pooled interdependences (Thompson, 1967). Achieving functional integration requires a lower effort than that necessary for operational integration, and contributes to higher innovation rates, greater products success, and improved inter-functional synergies. Functional integration is achieved through standardization of skills, knowledge, and norms, and contrasted by differences in specialization and framing of the different units, and political matters power, control, or access to resources of the different units.

2.2.2.5. Involvement

Involvement means that how employees take part in matters of organization. It further describes involvement to be the participation level of participants in decision-making process of an organization (Amah & Ahiauzu, 2013). Involvement can also be defined as member's commitment and responsibility in their work and organization (Denison, 2007). Involvement involves structuring responsibility, ownership and capacity in humans (Amah & Ahiauzu, 2013). Involvement is very important and essential as it can heads to joint values, morals, purpose and vision as well.

Employee involvement is input of individuals to carry the work and to support organization to complete its vision and mission as well as achieving their goals and objectives by doing hard work. Individual put their best in decision doing and difficulty handling when they are involved in the organization. Employee involvement is additionally referred to as participative management and also it recognizes the amount in order to which often workers discuss information, understanding, knowledge, benefits along with strength through the entire organization (Randolph, 2000).

Employee involvement is actually not the actual goal neither the instrument, as utilized in several corporations. Personnel effort is none your purpose or a power tool, as employed in several corporations. Instead, it is just an administration as well as command viewpoint concerning exactly how personnel tend to be almost all allowed to be able to help ongoing development along with full success in their performance (Kok,Lebusa, & Joubert, 2014).It is further discussed that when employees are made involved in any organization, they are made authorized to some degree of power for making judgments and decisions that have been certainly not in the past of their directions (McShane and Von Glinow, 2003).

Employee involvement is much more than just controlling their own work, it provides the ability in order to impact decisions within the organization (Amah & Ahiauzu, 2013).Higher level of employee involvement means more power in decision making, and to make good decisions they need more and accurate knowledge and information (Amah & Ahiauzu, 2013). Employee involvement has become more essential in business decision making as they know more about work as they are doing it.

2.2.2.6. Learning

When analyzing organizational learning, it is defined as a technical or social process. The first one acknowledges that organizational learning is often related to effectiveness in processing and interpreting information inside and outside the organization. On the social point of view, organizational learning concentrates on the way people make sense of their experiences while working. Therefore, organizational learning is conceived as a social process once it appears from social interactions, normally in the working environment (Easterby & Araujo, 1999).

Another definition of organizational learning is seen as a change in the organization, which occurs, as it gains experience over time. In other words, it is a change in the organization's knowledge taking place as a function of experience. This definition is a meeting point to which several researchers have come, and is identified as the bottom line of many known definitions about this concept (Argote, 2013).

The concern about organizational learning has widely expanded, as it is inherently interdisciplinary topic (Argote & Miron, 2011). Organizational learning can be perceived as primary modes of accomplishing the strategic restoration of a company. Restoration or renewal requires that organizations explore and learn new ways while simultaneously exploit what they have already learned (March, 1991).

Organizational learning analysis adds to significant advancements in various subjects including information systems, strategic management and organizational behavior among others (Argote & Miron, 2011). This interdisciplinary direction prepares organizational learning in leading knowledge about organizations by uniting different disciplines (Argote & Miron, 2011).

2.2.2.7. Reward and incentive system (compensation)

Compensation is one of the principal components of a human resource system, and it is defined as the rewards (monetary and nonmonetary) that employees receive for performing their job (Martocchio, 2001). Monetary compensation includes base pay (which is fixed), pay adjustments (e.g., a market supplement), and incentive pay (which is variable). Nonmonetary rewards include fringe benefits, some of which are legally required (e.g., disability and unemployment insurance), and some of which are discretionary (e.g., income protection, wellness programs, and employee assistance programs). They are often used in combinations. Variable pay systems are

currently very popular and are recommended by human resources specialists because such systems are thought to bring competitive advantage to the organization (e.g. Lawler, 2000). This assumption relies on the expectancy theory framework (Vroom, 1964); whereby motivation is determined by people's self-efficacy beliefs, their perceptions of instrumentality between behavior and outcome, and the value of this outcome for the worker. For instance, Lawler (2000) heavily emphasizes the need to reward employees according to the value they bring to the organization. An organization that profits from an employee's performance should share its success with that employee. Since companies no longer offer secure employment, Lawler argues that compensation is, now a day, the only way they can enlist the commitment of employees to the organization. Moreover, it is only fair to pay the best employee substantially more than the poorest performer. Lawler calls for an organizational structure that replaces bureaucratic controls by fostering employee engagement through using information, knowledge, decision-making power, and rewards contingent on business success. Employees who bring value to the organization are those who manage themselves, do more complicated tasks, coordinate their work with the work of others, provide suggestions for improvement, and innovate. These competencies, we argue, require that employees not only have the abilities and resources, but must be autonomously motivated to use them.

2.2.2.8. Strategic direction

Strategy is the most important planned decision whose influence on business operations of an enterprise is crucial. It is in the heart of the strategic management concept, i.e. the concept of company management by means of strategy. Through its strategy, company strives to use all the options and avoid all the dangers in its environment, but also to use all the advantages and minimize the weaknesses with respect to competitions. Strategy is today observed dynamically, as a continual process. The following are usually quoted as basic components of strategy: 1. Business area in which the company will perform its business activities; 2. the way in which competitive advantage in the chosen business areas is achieved; 3. Allocation of resources on the chosen courses of action. In other words, through strategy, as a planned decision, a company first chooses the business area in which it will perform its business activities, and it usually does so within the frame of the product/market matrix. Then, a specific way in which competitive advantage over the competitors will be achieved in the chosen business areas is determined by the strategy. While determining a competitive strategy, an enterprise must make two choices.

The first choice refers to the width of the competitive scope: to cover all market segments within the chosen business area or to focus on just one market segment. The second choice refers to the way in which an enterprise achieves the advantage over its competitors: by a leading position with respect to costs or by differentiation with respect to the competition (Yarbrough, Morgan & Vorhies, 2011). Finally, resources (material, financial, human) are apportioned through implementation of strategy, so they are allocated to individual activities with the purpose of acquiring competitive advantage in the chosen business areas. Strategic management process is actually a process of formulation and implementation of strategy. It consists of three basic phases: strategic analysis, strategy selection and strategy implementation. Strategic analysis includes: analysis of mission and goals; analysis of external factors (environment), analysis of internal factors (enterprise's abilities and resources). Selection of strategy includes: generating of strategic options, evaluation and choosing the best strategic option. Strategic options represent alternative responses of a company to the situation in the environment, which are harmonized with its abilities and resources. In the last phase of strategic management, the implementation of strategy is conducted. In order for the selected strategy to be realized, it is necessary to operationalize it through a plan of action and allocate the resources to the chosen course of actions. Then, it is necessary to adjust the organization to the requirements of the new strategy. Finally, since application of a new strategy usually implicates making certain changes in an organization, the strategic change management is a part and prerequisite for application of the strategy.

2.2.2.9. System of control

Malmi and Brown (2008) suggest that it is the people that make things happen in an organization. Therefore, Management Control Systems are believed to be necessary to control their decisions, actions and behavior. They describe it as the implementation of a mixture of control mechanisms, with the goal of increasing the chances of organizational employees behaving in line with the organizational objectives. They further elaborate that there are systems in organizations that focus on providing information to support decision-making and others that steer activities or behavior. Malmi and Brown (2008) suggest that Management Control Systems include all the systems managers use to make sure that behaviors and decisions of their employees are consistent with the organization's objectives and strategies. It is important to note that (Malmi and Brown, 2008) state that this classification aims to facilitate and stimulate

research in this area, rather than suggesting a final solution to all related conceptual problems. They explain that the strength of the classification is based on the broad scope of the controls in the Management Control Systems, rather than the depth of its individual systems.

2.2.2.10. Transmission of information

Information transmission is the exchange of information from the sender to the receiver in any form, i.e. through voice, data, text and image over any kind of media, hand written medium, etc.

Roberts (2000) defines knowledge as the productive use of information, and Shannon and Weaver (1972) explained that human cognition is what translates information in to knowledge. Albino, Garavelli, and Gorgoglione (2004) also explained that human cognition is required to turn information into knowledge. Using the aforementioned interpretations, information is turned into knowledge when it is put into practice. Since data for this study were collected from a live collaborative system, and there was no confirmation that the information is being put into application, this study measured the dissemination of information rather than knowledge. The dissemination of information was monitored to determine if it followed the knowledge processes described by Alavi and Leidner (2001), which included creation, storage/retrieval, transfer, and application. Knowledge creation involves the creation of new content or the replacement of exiting content. Knowledge storage/retrieval refers to the information that is stored within the organization and available for retrieval by others. Knowledge transfer is the process of distributing knowledge, whether it is between individuals, groups or across organizations. Knowledge application is the process of putting knowledge into practice information flow is necessary for maximizing profits and performance within an organization (Durugbo, 2014). Sharing knowledge is essential to an organization's ability to gain a competitive advantage (G. Martín-de Castro, P. López-Sáez, M. DelgadoVerde, M. J. Donate and F. Guadamillas, 2011).The people within an organization possess critical knowledge, and there is a need to motivate these individuals to share their knowledge and make it readily available to those who require access to it. Including employees' knowledge in operations adds relevance to the organization as knowledge sharing improves organizational change and has both economic and social value (Moustaghfir .et al., 2013). However, transferring knowledge between organizations is complex due to dispersal coordination and high costs and managers continue to experience difficulty leveraging employees' knowledge.

2.2.3. Outcomes of Organizational culture

Since the early 1980s, several organizational researchers assert that organizational culture profoundly impacts organizational performance (Barney, 1986; Deal & Kennedy, 1982; Kotter & Heskett, 1992; Peters and Waterman, 1982; Saffold, 1988). Barney (1986) examined the relationship between organizational culture and sustained superior financial performance. A firm's culture can be the source of sustained superior financial performance when three conditions are met. First, the organization's culture must be valuable: the culture of the organization should improve the efficiency or effectiveness of the company. Second, the culture must be rare: its characteristics and attributes are not common to all competitors. Third, it must be difficult to imitate: the culture of an organization is a source of competitive advantage when it is not easily copied by competitors. The author concludes that under such a relatively narrow set of conditions (i.e. valuable, rare, and difficult to imitate) a firm's culture can hold promise for better financial performance. Kotter and Heskett (1992) assert that organizational cultures can have powerful consequences when they are strong. According to the authors an organizational culture is strong when almost all of the members share a set of relatively consistent values and methods of doing business. How a strong culture affects performance can be explained in three ways. The first way is through goal alignment. In a firm with a strong culture, employees tend to behave the same way as other organizational members. Second, cultures can increase motivation in employees. Shared values and behaviors make people feel good about working for a firm. Third, strong cultures can increase performance because they provide structure and control systems without relying on an authoritative management style that can lessen motivation and creativity.

2.3. Organizational effectiveness

Organizational effectiveness is described as the efficiency through which organization is capable to completely achieve its objectives. Effectiveness is wide concept also it is hard to quantity in organizations (Daft, 1998). Effectiveness is particular organization's productive fulfillment of reasons via primary strategies (McCann, 2004).

Organizational effectiveness is a firm's long-term capability to attain constantly its ideal and operative goals (Fallon & Brinkerhoff, 1996). Since 1980's the concept has become important and prominent (Henry, 2011). There is no single model of organizational effectiveness that can

easily fit all types of organization, it differ from organization to organization (Ashraf &Kadir, 2012). Theory is linked to matters like the capability of organization in accessing and as a result attaining its aims (Federman, 2006). Effective organization is one which is efficient technically as well as economically in addition capable to adjust in external changes also (Kataria,Garg, & Rastogi, 2013). Organizational effectiveness has to emphasis on organizations plus human resources as well as support individuals to attain skills in addition to self-esteem (Vinitwatanakhun, 1998).

March and Sutton (1997, p. 705) characterize research on organizational effect more as a “necessary form of disciplined self-flagellation than a pursuit of happiness”. As a complex construct, different models of organizational effectiveness have been suggested. For instance, (Bludorn, 1980) argues that the objectives model is best, which means that organizations are effective if they reach their objectives. Previous study (Seashore &Yuchtman, 1967; Pfeffer & Salancik, 1978) pleads in favor of a resources dependence model, which means that organizations are effective if they acquire the needed resources. Nadler and Tushman (1980) propose the internal processes model, where effective organizations work constantly without any major breakdown. Connolly *et al.* (1980) maintain that the strategic constituencies model is best, which means that organizations are performing when they succeed in satisfying their stakeholders.

2.3.1. Measuring the Organizational Effectiveness

Effectiveness of the organizations is measured by the congruence between the goals of the organization and the observed outcome. Measurement is important in deciding the degree of this congruence between the goals and the outcomes. The effectiveness is measured as how well it works and achieves to its intended results. Thus, this will help the organization to assess itself how nearer it has approached for the perfection. Peter Drucker has defined the effective organization as ‘doing the right thing’ (Freeman, 1999). In another definition of organizational effectiveness, (Mintzberg, 1991) has suggested that organizational effectiveness will occur when the interplay of seven basic forces; direction, efficiency, proficiency, innovation, concentration, cooperation/culture and competition/politics is managed effectively (Freeman,1999).The participants who are in relationship with the organization such as employees, customers or shareholders play the main role for the organizational effectiveness. Therefore, it will not be

wrong to assume the organizational effectiveness as related with the ‘supplying the customer and employee satisfaction’, ‘increase of the productivity’, and ‘profit for the organization’. In consideration of these descriptions, we will try to measure the organizational effectiveness in terms of four indicators; customer orientation, employee satisfaction, organizational commitment and financial& growth performance.

2.3.1.1. First Indicator: Customer Orientation

Marketing is getting great importance for the firms day by day, which help them to increase their profits. The market oriented firms perform serious analyses for the marketing concept. Kohli and Jaworski (1990) point out three groups of activities to define the market orientation; generation of market intelligence relating to present and future customers’ needs, dissemination of intelligence across departments within the organization and the organizational responsiveness(Bozic, 2006). This basic definition can be explained as; scanning of the environment to gather information about customers and competitors, dissemination of this information to all of the members of the organization for maximum utilization and converting this information as new (value-added) actions to offer to the marketplace. The other definition for market orientation which has been stated by (Martin and Grbac, 2003) is that; it is the implementation of marketing activities designed to satisfy customer needs better than competitors (Erdil, Keskin and Erdil, 2003). These definitions state that market orientation is crucial for the organizations and the basic part of market orientation is to focus on the customers. Hence; the organizations, which analyze their customers’ needs better, will be more market oriented. Kohli and Jaworski (1990) define the customer orientation as representing the degree to which customer information is both collected and used by the business unit. Deshpande, Farley and Webster (1990) customer orientation is the set of beliefs that puts the customer into the center, while not excluding those of all other stakeholders such as owners, managers, employees, in order to develop a long-term profitable enterprise. Therefore, the organizations use the customer information to forecast the future needs of them. Thinking of the customers ‘priorities in the organizations is the main part of customer orientation. The firm should cluster its customers and make a classification of them depending on various properties. Due to the subject of this paper, being more customer oriented- will affect the development of an organization and we will use the customer orientation as a factor of organizational effectiveness.

2.3.1.2. Second Indicator: Employee Satisfaction

Utilizing from the employees is important for the effectiveness of the firms. This contributes to have competitive advantage; and mostly, human resource management (HRM) deals with this subject in the organizations. There is the 'employee concept' in the center of HRM. (Lawler, 1986) argued that a firm's HR strategy should be centered on developing skills and ensuring motivation and commitment (Wallace, Eagleson and Waldersee, 2000). In this statement, 'ensuring the motivation' is concerned with the employee satisfaction. That is why; the satisfaction of the employees takes on added importance. Employees are more loyal and productive when they are satisfied (Hunter and Tietjen, 1997), and these satisfied employees affect the customer satisfaction as well as organizational productivity (Potterfield, 1999). Employee satisfaction is defined as the combination of affective reactions to the differential perceptions of what he/she wants to receive compared with what he/she actually receives (Cranny, Smith and Stone, 1992). Therefore, the organizations should try to supply the employee expectations in order to approach the employee satisfaction. In addition, emotional state of the employees may also affect their satisfaction. This forces the managers to create and sustain the desired working environments in the organizations. On the other hand, as stated by (Organ and Ryan, 1995) the employee satisfaction is one of the basics of organizational citizenship behavior (Ozdevecioglu, 2000). That is, the well-satisfied employees will work more willingly and; this contributes to the effectiveness of their organizations. To investigate what the employees are satisfied by and measuring the employee satisfaction in the workplace is critical to the success and increases the profitability of the organization for having competitive advantage (Kelley, 2005). Hence, these statements point out that employee satisfaction may be selected as another indicator of organizational effectiveness.

2.3.1.3. Third Indicator: Organizational Commitment

It is widely accepted that organizational commitment is the psychological strength of the linkage of a member to his organization in the literature. According to (Meyer and Allen, 1991) an employee can simultaneously be committed to the organization in an affective, normative, and continuance sense, at varying levels of intensity. They describe the affective commitment as it refers to the employee's emotional attachment to the organization; continuance commitment refers to an awareness of the costs associated with leaving the organization and normative

commitment reflects a feeling of obligation to continue employment. Rather than this basic definition, organizational commitment affects the willingness level of an employee about performing the organizational tasks and hinders mental escape from the work environment. The employees who feel more sense of organizational commitment exert extra effort for the organizational tasks. Furthermore, organizational structures need rules and the individuals should obey them. Whenever these rules bore the members, the high strength of organizational commitment may be a facilitative factor. Besides all, we understand that organizational commitment will be a factor of affecting the way of performing the organizational tasks. Therefore, the organizational commitment will be measured as the other indicator for effectiveness in my research model.

2.3.1.4. Fourth Indicator: Financial & Growth Performance

The financial performance is the measure of a firm's financial health and the growth performance is related with the increase in the volume of sales, number of employees and new products compared to previous periods. The monetary terms and the financial ratios are used in order to remark the financial performance of a firm. The financial & growth performance is a concrete indicator, which informs about the strength of a firm. Return on equity, return on assets, net profit margin from main activities, revenue from new products, overall business performance, average annual growth in sales, amount of new product, relative growth in market share, average annual growth in the number of employee, growth in the number of new customers, overall competitive position and general profitability are the items, to measure the related indicator.

2.4. Empirical Research

The empirical literature on organizational culture and effectiveness can be traced back to early studies of culture and adaptation (Weber, 1930), (Buckley, 1967), and to the work of classic organizational theorists such as (Likert, 1961), (Burns and Stalker, 1961), or (Lawrence and Lorsch, 1967). More recently (Wilkins and Ouchi, 1983) discussed the concept of a "clan" organization and explored the hypothetical conditions under which clans would be a more efficient organizational form. The evidence presented by (Peters and Waterman, 1982) identified cultural characteristics of successful companies and built a "theory" of excellence that has caused much debate (Carroll 1983, Van de Ven 1983, Aupperle et al. 1986). Kanter (1983) in a study of organizational change, showed how companies with progressive human resource practices outperformed those with less progressive practices. Denison (1984) using survey-based culture measures showed that perceived involvement and participation on the part of organizational members predicted both current and future financial performance. In addition (Gordon, 1985) has shown that high and low performing companies in the banking and utilities industries had different culture profiles. Kravetz (1988) amplified Kanter's earlier findings by showing that management practices fostering participation, autonomy, and creativity were closely correlated with objective indicators of organizational performance. Hansen and Wernerfelt (1989) contrasted the effects of internal organization and market position on performance. Their study showed that internal organizational factors were stronger predictors than market position and that the two predictors were largely unrelated. A French study of managerial values and practices also identified a set of cultural values and practices associated with the growth patterns of five single-business firms (Calori and Sarnin, 1991). Finally (Kotter and Heskett, 1992) presented an analysis of the relationship between strong cultures, adaptive cultures, and effectiveness.

The development of the culture perspective and the critique of the positivist approach to social science (Geertz, 1973; Pettigrew, 1979; Weick, 1979; Martin et al., 1983; Frost et al., 1985) are closely linked. Most culture researchers advocate a phenomenological approach, emphasizing the qualitative understanding of meaning and interpretation. Several have argued that culture should not be studied as a "variable" with "outcomes" (Trice and Beyer, 1984; Meek, 1988; Sackmann, 1991; SiehlandMartin, 1990), and have thus discouraged the integration of culture research with other constructs of organization theory (including effectiveness) which are primarily discussed in terms of variables, dimensions, causes, or effects. Thus, the literature carries a message about

epistemology as well as substance. The culture perspective is also intertwined with the popular literature on organizations that appeared during the 1980s (Ouchi, 1981; Deal and Kennedy, 1982; Peters and Waterman, 1982; Kanter, 1983; Kilman et al., 1985; Tichy, 1987; Schein, 1985).

In addition, some theoretical development has also occurred. Barney (1986) and Camerer and Vepsäläinen (1988) discussed culture from an economic perspective and defined conditions under which culture might influence efficiency or effectiveness. Saffold (1988) has critiqued the literature on cultural strength and normative integration, and urged the development of a more sophisticated theory of culture and performance. Gordon and DiTomaso (1992) provide further empirical support for the impact of cultural strength and value consensus on performance in a recent study of the insurance industry. This collection of empirical and conceptual studies has established a modest precedent for the study of culture and effectiveness.

2.5. Conceptual Framework

The conceptual framework include independent variables identified as care about client , collaboration, communication, coordination and integration, involvement, learning, reward and incentive system, strategic direction ,system of control and transmission of information. In the same time organization effectiveness identified as dependent variables. Independent variables shown at the left and dependent variable are shown right in the figure.

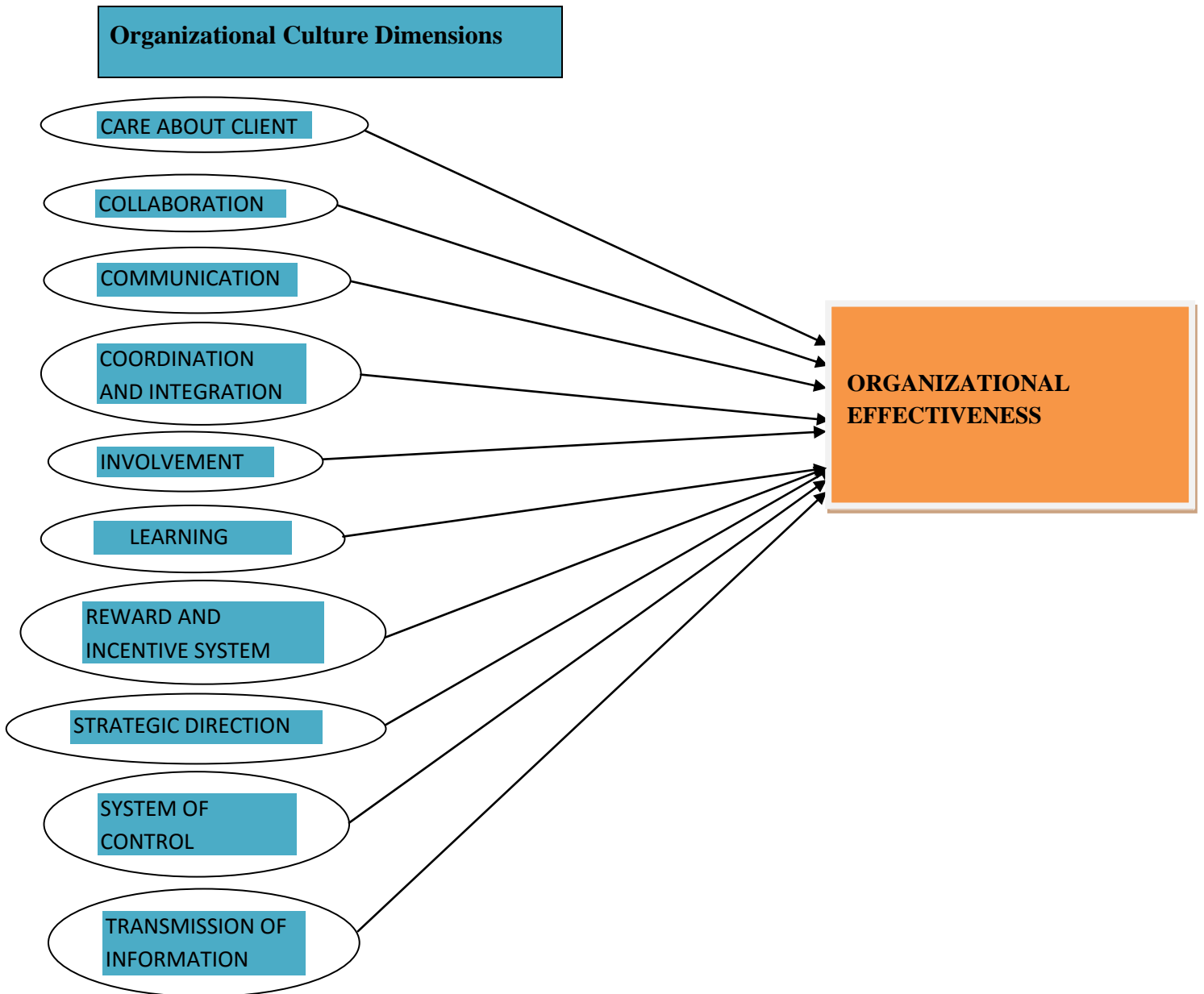


Figure 2.1Conceptual framework

Source:(Aydin and Ceylan, 2009)

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

Research design is the process that guides researchers on how to collect, analyze and interpret observations. It is logical model that guides the investigator in the various stages of the research (Degu and Yigezawe, 2006, p.25).

The study used explanatory research design and this helped to show the impact, variation, association and relationship between organizational culture and organizational effectiveness.

3.2. Population and Sampling Techniques

3.2.1. Target Population

Target population is defined as an entire group a researcher is interested in (Zikmud, 2003). According to (Zikmud, 2003) the definition of population was identified total set of elements of interest being investigated by a researcher. Target population of this study was Addis Ababa city ACBSE employees and managers that were 3402(ACBSE, 2019).

3.2.2. Sampling Method

Sampling method is whether sampling frame is available, that is, a listing of all the units that composes the study population. On the case of this study convenience sampling technique taken place to measure variables distributed in a population and to test which factors are contributing significantly to a problem.

3.2.3. Sampling Size

(Yamane, 1967:886) provides a simplified formula to calculate sample sizes. This formula used to calculate the sample sizes.

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

Where n is the sample size, N is the population size, and e is the level of precision. When this formula applied to the above sample,

$$n = \frac{N}{1 + N(e)^2} = \frac{3402}{1 + 3402(0.1)^2} = 97$$

3.3. Types of Data and Tools /Instruments of Data Collection

3.3.1. Primary Source Data

Primary sources of data are first-hand information and collected through observations, questionnaires and interview. According to (Biggam, 2008) primary data is the information that the researcher finds out by him/her regarding a specific topic. The researcher used primary source of data for the study.

3.3.2. Data Collection Tools

According to (Saunders et al., 2007:145) quantitative method is predominantly used as a synonym for any data collection technique (such as questionnaire) or data analysis procedure (such as graphs and statistics) that generates or uses numeric data. In quantitative studies, paper-based survey instruments or electronic survey instruments are generally used for data collection. Data obtained through paper-based surveys can be collected through personal interviews, telephone interviews or distributing yourself or by sending the survey questionnaire through postal mail. Electronic surveys are commonly administered via the web or through email.

In this research, gather primary data through questionnaire. Questionnaires prepared and distributed to employees and managers in finance, marketing and operation department throughout the whole depot. The questionnaires consisted of close ended questions.

3.4. Methods of Data Analysis

The data analyzed by using statistical package for social science (SPSS 20) software, used to show descriptive statistics like frequency, percentage and mean, used to show inferential statistics like correlation and regression. The analyzed data presented by tables and figures, like wise this helps for better understanding of the study.

3.4.1. Descriptive Statistics: Constructs

In this section, the researcher relies mainly on the descriptive analyses to get the means and the standard deviations for the study constructs along with their items. The items were measured using a liker-type scale as follows(Awsi, 2013).

Table 3.1 liker-type scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
5	4	3	2	1

Based on the aforementioned details, the means of the study’s constructs will be dealt with according to the following formula.

$$\text{Interval Length} = (\text{Highest Value} - \text{Lowest Value}) / \text{Number of Levels}$$

$$\text{Interval Length} = (5-1) / 3 = 4/3 = 1.33 \text{ and thus;}$$

- Low Level** = $1+1.33 = 2.33$ and Less
- Medium Level** = $2.34+1.33 = 3.67$ so this level range is from 2.34 to 3.67
- High Level** = 3.68 and above

The researcher has calculated the means and the standard deviations for the study constructs along with the items based on the responses the researcher has collected from the study’s sample.

3.5. Validity

The questionnaire used for this study is structured into three parts: the first part were demographics, the second one (organizational culture questionnaire) and the third one(organization effectiveness questionnaire) parts which were adopted from (Aydin and Ceylan, 2009) with some modifications and checked using pilot test, also expert opinion was given on the instrument by the research advisor to improve its validity.

3.6. Reliability

To measure the consistency of the questionnaire particularly the Liker-type scale the reliability analysis is essential in reflecting the overall reliability of constructs that it is measuring. To carry out the reliability analysis, Cronbach’s Alpha (α) is the most common measure of scale reliability and a value greater than 0.700 is very acceptable (Field, 2009; Cohen and Sayag, 2010) and according to Cronbach’s (1951), a reliability value (α) greater than 0.600 is also acceptable. From Given questionnaire is reliable because its Cronbach’s Alpha is 0.844.

Table 3.2 Reliability Statistics

Reliability Statistics	
Cronbach's Alpha	N of Items
.844	14

Source: OutputofSPSS20, 2019

3.7. Ethical Considerations

Clough and Nutbrown (2002:84) mention as follows with regard to ethics in research: “.....*in order to understand, researchers must be more than technically competent. They must enter into chattered intimacies; open themselves to their subjects” feeling worlds, whether these worlds are congenial to them or repulsive. They must confront the duality of represented and experienced selves simultaneously, both conflicted, both real.....*” In concert with Clough and Nutbrown’s view above, it follows that in planning my research, I had to take into consideration, and protect the feelings, wellbeing, and rights of the participants.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

This chapter presents the analysis of research questions categorizing by different sections that is demographic part, organizational culture part and organizational effectiveness part. Although Statistical package for social science (SPSS-20) used to show frequency, mean deviation, relationship and the variation of variables.

4.1. Demographic Profile of Respondents

Table 4.1. Demographic Profile of Respondents

		GENDER of Employee			Total
		FEMALE	MALE	%	
AGE of Employee	15-29	11	14	25.77	25.00
	30-45	20	33	54.64	53
	46-60	12	7	19.58	19
Total		43	54	100.00	97
Educational Level	HIGH SCHOOL	2	2	4.12	4
	Certificate	9	4	13.40	13
	DIPLOMA	18	22	41.23	40
	DEGREE	13	24	38.14	37
	MASTER	1	2	3.09	3
Total		43	54	100.00	97
Period of Service	BELOW 2 YEARS	4	5	9.27	9
	2 YEARS	1	12	13.40	13
	FROM 3-5 YEARS	4	4	8.24	8
	FROM 6-10 YEARS	10	6	16.49	16
	FROM 11-20 YEARS	6	15	21.60	21
	ABOVE 20 YEARS	18	12	30.90	30
Total		43	54	100	97
DEPOT	MEKANISA	10	10	20.60	20
	YEKA	22	26	49.48	48
	SHEGOLE	11	18	29.89	29
Total		43	54	100.00	97

Source: Output of SPSS20, 2019

The study sought to establish the gender distribution of the respondents, from the research findings the study revealed that majority of the respondents as shown by 55.7% were males whereas 44.3% of the respondents were females. This implies that respondents were fairly distributed in terms of their gender as the company strives to have a fair gender ratio representation. On respondents' level of education attained, the study revealed that majority of the respondents as shown by 41.23% had attained college diploma whereas 38.14% of the respondents had attained undergraduate degrees, 13.4% had attained collage certificate, 4.12% respondent had attained high school and 3.09% of the respondents had attained master's degree.

The study sought to establish the period which the respondents had served for in the organization. From the research findings, the study revealed that most of the respondents as shown in the above table, 30.9% had served the organization for more than 20 years whereas 21.6% of the respondents had served the organization for a period of 11 to 20 years, 16.49% had served the agency for 6 to 10 years, 8.24 served the agency for 3 to 5 years, 13.4% served the agency for 2 years and only 9.27% of the respondents had served the organization for a period of less than 2 years. This implies that majority of the respondents had served the organization for a considerable period of time and thus they were in a position to give credible information relating to this research. Finally to include all branch in the study the researcher take account of all available depot.

4.2. Organizational culture Dimension

The study sought to establish how various organization culture dimension influence organization effectiveness at ACBSE which are; care about client, collaboration, communication, coordination and integration, involvement, learning, reward and incentive system, strategic direction, system of control and transmission of information.

Table 4.2.Respondents View on Care about Client Dimension

Care about Client	SD %	D %	N%	A %	SA%	Mean	St.dev.
1.It is enough invested into improvement of product/service quality	12.4	32	25.8	22.7	7.2	3.19	1.14
2.Employees look after clients and satisfaction of their needs permanently	8.2	22.7	19.6	35.1	14.4	2.75	1.199

3. Dissatisfaction of clients related with service is always removed	17.5	33	24.7	17.5	7.2	3.36	1.17
4.It is offered to the client, what enterprise thinks is better, but not this, what client desires	11.3	34	19.6	27.8	7.2	3.14	1.16
5.Enterprise inquires customer's opinion about products/ services and improvement of them and takes that into account	12.4	20.6	15.5	42.3	9.3	2.84	1.22
Care about Client	12.4	28.5	21	29.1	9.1	3.06	0.76

SD=strongly disagree (5); D=Disagree (4); N=Neutral (3); A=Agree (2); and SA=Strongly Agree (1)

Source: OutputofSPSS20, 2019

The study sought to establish the level at which respondents were satisfied with the above statements relating to care about client, from the research findings majority of the respondents were slightly unsatisfied with mean of 3.06 and 0.76standard deviation (**St.dev.**) and also about 12.4 % of respondents respond strongly disagree,28.5% of respondents respond disagree,21% of respondents respond neutral that is respondents have no idea about ACBSE activity with client care ,29.1% respondents respond agree and 9.1% respondents respond strongly disagree and the level of such an overall mean is medium level with this context the organization had a problem with taking care of clients.

Table 4.3.Respondents View on Collaboration Dimension

Collaboration	SD %	D %	N%	A %	SA %	Mean	St.dev
6. Managers consult subordinates (they collaborate).	18.6	35.1	15.5	27.8	3.1	3.38	1.167
7.Teamwork is used more often than individual work, especially when solving important questions or projects	14.4	30.9	18.6	32	4.1	3.195	1.16

8. When problems, difficulties or questions arise, employees solve them more individually than by consulting other ones	13.4	38.1	22.7	21.6	4.1	3.35	1.09
Collaboration	15.5	34.7	18.9	27.1	3.8	3.31	0.85

Source: Output of SPSS 20, 2019

From the above table related with collaboration 15.5% of respondents respond strongly disagree, 34.7% respondents respond disagree, 18.9% of respondent respond neutral, 27.1% respondents respond agree and 3.8% of respondents respond agree. Although there is mean of 3.31 and 0.85 deviations occurred and the level of such an overall mean is medium level. From this analysis respondents feels that there a difficult situation for collaboration in the organization.

Table 4.4. Respondents View on Communication Dimension

Communication	SD %	D %	N%	A %	SA%	Mean	St.dev.
9. Managers more often ask than command	21.6	30.9	15.5	27.8	4.1	3.38	1.22
10. Managers' teaching and deeds are always at variance	7.2	27.8	17.5	33	14.4	2.8	1.2
11. Manager always strives to help and advice employee	22.7	34	7.2	26.8	9.3	3.34	1.33
12. Communication between employees is friendly (more informal than formal)	8.2	25.8	15.5	39.2	11.3	2.8	1.18
Communication	14.9	29.6	13.9	31.7	9.8	3.08	0.81

Source: Output of SPSS 20, 2019

From respondents view on the dimension of communication, 14.9% of respondents respond strongly disagree, 29.6% of respondents respond disagree, 13.9% of respondents respond neutral, 31.7% of respondents respond agree and 9.8% of respondents respond strongly agree. Although 3.08 mean and 0.81 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the analysis of above table there is lack of communication during undertaking there day to day job.

Table 4.5. Respondents View on Coordination and Integration Dimension

Coordination and Integration	SD %	D %	N%	A %	SA%	Mean	St.dev.
13. It is very hard to work with person from other department/ group	14.4	43.3	14.4	22.7	5.2	3.39	1.14
14. Departments (groups) have difficulties when carrying out common activity, sharing information and so on	10.3	44.3	13.4	24.7	7.2	3.25	1.15
15. Different departments (groups) have many common things (goals, tasks, celebrations and so on)	18.6	21.6	17.5	30.9	11.3	3.05	1.32
Coordination and Integration	14.4	36.4	15.1	26.1	7.9	3.23	0.845

Source: Output of SPSS 20, 2019

From respondents view on the dimension of coordination and integration, 14.4% of respondents respond strongly disagree, 36.4% of respondents respond disagree, 15.1% of respondents respond neutral, 26.1% of respondents respond agree and 7.9% of respondents respond strongly agree. Although 3.23 mean and 0.845 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the analysis of above table there is difficulties situation when carrying out common activity and sharing information.

Table 4.6. Respondents View on Involvement Dimension

Involvement	SD %	D %	N%	A %	SA%	Mean	St.dev.
16. All employees have favorable conditions for decision making and for giving various ideas, suggestions, notes and so on	22.7	30.9	15.5	24.7	6.2	3.39	1.25
17. The enterprise created good conditions for the interesting work, therefore employees get used to their work willingly	13.4	28.9	17.5	29.9	10.3	3.05	1.24
18. Rituals and traditions of enterprise unite employees to work further effectively	12.4	34	10.3	40.2	3.1	3.12	1.16
Involvement	16.2	31.3	14.4	31.6	6.5	3.18	1.06

Source: Output of SPSS 20, 2019

From respondents view on the dimension of involvement, 16.2% of respondents respond strongly disagree, 31.3% of respondents respond disagree, 14.4% of respondents respond neutral, 31.6% of respondents respond agree and 6.5% of respondents respond strongly agree. Although 3.18 mean and 1.06 deviations incurred in the analysis of the variable and the level of such an overall

mean is medium level. From the analysis of above table there is a difficult situation for decision making and giving various ideas.

Table 4.7. Respondents View on Learning Dimension

Learning	SD %	D %	N%	A %	SA%	Mean	St.dev.
19.It is permanently invested into knowledge and skills of employees (different courses are offered and so on)	17.5	22.7	9.3	44.3	6.2	3.01	1.27
20.Managers improve themselves permanently	12.4	12.4	26.8	29.9	18.6	2.7	1.26
21. Employees teach each other, share skills and knowledge	10.3	19.6	11.3	46.4	12.4	2.69	1.22
22. Various investigation/analysis (e.g. of product characteristics, consumers and personnel needs) are made permanently	13.4	29.9	21.6	25.8	9.3	3.12	1.21
Learning	13.4	21.1	17.3	36.6	11.6	2.88	0.85

Source: Output of SPSS 20, 2019

From respondents view on the dimension of learning, 13.4% of respondents respond strongly disagree, 21.1% of respondents respond disagree, 17.3% of respondents respond neutral, 36.6% of respondents respond agree and 11.6% of respondents respond strongly agree. Although 2.88 mean and 0.85 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table the enterprise permanently invest into knowledge and skills of employees.

Table 4.8. Respondents View on Reward and Incentive System Dimension

Reward and incentive system	SD %	D %	N%	A %	SA%	Mean	St.dev.
23. Reward system is correct (employee is getting salary/ wage according to the results and efforts)	29.9	30.9	20.6	11.3	7.2	3.65	1.22
24. It is always rewarded (in monetary or other form) for the good works, ideas, innovations and so on	21.6	34	9.3	26.8	8.2	3.34	1.31
25. Existing punishment system is correct	22.7	36.1	16.5	18.6	6.2	3.5	1.21
26. Employees are more often awarded than punished	36.1	40.2	12.4	7.2	4.1	3.96	1.07
27. Managers care about welfare of employees (e.g. they are provided with free services, things and so on)	32	26.8	15.5	17.5	8.2	3.56	1.32
Reward and Incentive System	28.5	33.6	14.8	16.3	6.8	3.61	0.95

Source: Output of SPSS 20, 2019

From respondents view on the dimension of reward and incentive system, 28.5% of respondents respond strongly disagree, 33.6% of respondents respond disagree, 14.8% of respondents respond neutral, 16.3% of respondents respond agree and 6.8% of respondents respond strongly agree. Although 3.61 mean and 0.95 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table reward system is incorrect.

Table 4.9. Respondents View on Strategic direction Dimension

Strategic direction	SD %	D %	N%	A %	SA%	Mean	St.dev.
28. Enterprise has a long-term strategy, plans and goals	6.2	14.2	13.4	51.5	14.4	2.46	1.09
29. Goals and plans are achieved purposefully	11.3	21.6	14.4	44.3	8.2	2.835	1.196
30. Your enterprise is as leader showing direction, other enterprises “follow” it	10.3	28.9	19.6	30.9	10.3	2.97	1.19
31. Work is planned so, that everybody knows what and how to do his/her job	9.3	16.5	16.5	46.4	11.3	2.65	1.16
32. Vision of enterprise becomes reality little by little	6.2	18.6	25.8	41.2	8.2	2.73	1.05
Strategic direction	8.7	20	17.9	42.9	10.5	2.73	0.87

Source: Output of SPSS 20, 2019

From respondents view on the dimension of strategic direction, 8.7% of respondents respond strongly disagree, 20% of respondents respond disagree, 17.9% of respondents respond neutral, 42.9% of respondents respond agree and 10.5% of respondents respond strongly agree. Although 2.73 mean and 0.87 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table goals and plans of the organization achieved purposefully.

Table 4.10. Respondents View on System of control Dimension

System of control	SD %	D %	N%	A %	SA%	Mean	St.dev.
33. Existing rules and norms are more directives (i.e. show direction) than restrictive	22.7	30.9	16.5	23.7	6.2	3.4	1.24
34. Employees have too much freedom; they think that manager must show direction	18.6	28.9	10.3	34	8.2	3.15	1.3
35. Managers’ control subordinates too	14.4	24.7	17.5	28.9	14.4	2.95	1.31

much							
System of control	18.6	28.2	14.8	28.9	9.6	3.17	0.898

Source: Output of SPSS 20, 2019

From respondents view on the dimension of system of control, 18.6% of respondents respond strongly disagree, 28.2% of respondents respond disagree, 14.8% of respondents respond neutral, 28.9% of respondents respond agree and 9.6% of respondents respond strongly agree. Although 3.17 mean and 0.898 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table the enterprise rules and norms are more restrictive than directive.

Table 4.11. Respondents View on Transmission of information Dimension

Transmission of information	SD %	D %	N%	A %	SA%	Mean	St.dev.
36. New or other important information reaches employees in due time	27.8	33	13.4	21.6	4.1	3.58	1.22
37. Employee is often lacking information, which is necessary to make decision or to work	7.2	23.7	16.5	42.3	10.3	2.75	1.14
38. Employees (also managers) often misunderstand each other (improper transmission of information).	9.3	28.9	17.5	33	11.3	2.91	1.21
39. Managers do not provide feedback to the employees	9.3	28.9	16.5	37.1	8.2	2.94	1.17
Transmission of information	13.4	28.6	16	33.5	8.5	3.04	0.69

Source: Output of SPSS 20, 2019

From respondents view on the dimension of transmission of information, 13.4% of respondents respond strongly disagree, 28.6% of respondents respond disagree, 16% of respondents respond neutral, 33.5% of respondents respond agree and 8.5% of respondents respond strongly agree. Although 3.04 mean and 0.69 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table there is misunderstanding incurred during transmission of information.

4.3. Organizational Effectiveness

Table 4.12. Respondents View on Employee satisfaction scale

Employee satisfaction scale	SD %	D %	N%	A %	SA%	Mean	St.dev.
1. I expect to remain working here for at least the next two years, assuming I continue to meet performance expectations.	10.3	14.4	33	32	10.3	2.82	1.12
2. I would recommend our organization to friends as a good place to work. form for the good works, ideas, innovations and so on	20.6	26.8	15.5	25.8	11.3	3.19	1.33
3. Our company values are consistent with my personal values.	18.6	23.7	19.6	34	4.1	3.18	1.21
4. There are no processes or organizational barriers to my doing a good job.	28.9	47.4	11.3	9.3	3.1	3.89	1.02
5. The work that I do makes a difference to this organization.	10.3	10.3	8.2	53.6	17.5	2.42	1.19
6. Our leadership team has the capabilities and commitment to address the challenges our organization faces.	19.6	33	18.6	21.6	7.2	3.36	1.22
7. I am trusted to make meaningful decisions in my day to day activities.	6.2	22.7	20.6	42.3	8.2	2.76	1.08
8. I am paid fairly, given my responsibilities and performance.	20.6	44.3	13.4	16.5	5.2	3.58	1.14
Employee satisfaction scale	16.9	27.8	17.5	29.4	8.4	3.15	0.688

Source: Output of SPSS 20, 2019

From respondents view on the dimension of employee satisfaction, 16.9% of respondents respond strongly disagree, 27.8% of respondents respond disagree, 17.5% of respondents respond neutral, 29.4% of respondents respond agree and 8.4% of respondents respond strongly agree. Although 3.15 mean and 0.688 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level .This shows there unsatisfied employees in the organization.

Table 4.13.Respondents View on Organizational commitment scale

Organizational commitment scale	SD %	D %	N%	A %	SA%	Mean	St.dev.
9. I would be willing to change companies if the new job offered a 25% pay increase.	10.3	23.7	11.3	36.1	18.6	2.71	1.29
10. I would be willing to change companies if the new job offered more creative freedom.	12.4	25.8	15.5	32	14.4	2.89	1.28
11. I would be willing to change companies if the new job offered more status.	10.3	24.7	20.6	30.9	13.4	2.87	1.22
12. I would be willing to change companies if the new job was with people who were more friendly.	8.2	26.8	14.4	38.1	12.4	2.8	1.2
Organizational commitment scale	10.3	25.3	15.5	34.3	14.7	2.82	0.96

Source: Output of SPSS 20, 2019

From respondents view on the dimension of organizational commitment, 10.3% of respondents respond strongly disagree, 25.3% of respondents respond disagree, 15.5% of respondents respond neutral, 34.3% of respondents respond agree and 14.7% of respondents respond strongly agree. Although 2.82 mean and 0.96 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. This indicates that unsatisfied employees work on the organization.

Table 4.14.Respondents View on Customer orientation scale

Customer orientation scale	SD %	D %	N%	A %	SA%	Mean	St.dev.
13. We have routine or regular measures of customer service.	20.6	23.7	27.8	22.7	5.2	3.32	1.18
14. Our product and service development is based on good market and customer information.	13.4	21.6	21.6	36.1	7.2	2.97	1.19
15. We know our competitors well.	15.5	15.5	16.5	39.2	13.4	2.8	1.29
16. We have a good sense of how our customers value our products and services.	15.5	19.6	16.5	40.2	8.2	2.93	1.25
17. We are more customers focused than our competitors.	9.3	21.6	14.4	45.4	9.3	2.76	1.17
18. We complete primarily based on product or service differentiation.	15.5	26.8	25.8	23.7	8.2	3.17	1.19
19. The customer's interest should always come first, ahead of the owners.	15.5	18.6	11.3	40.2	14.4	2.8	1.33

20. Our products/services are the best in the business.	8.2	23.7	17.5	39.2	11.3	2.78	1.17
21. I believe this business exists primarily to serve customers.	5.2	6.2	7.2	43.3	38.1	1.96	1.08
Customer orientation scale	13.2	19.7	17.6	36.7	12.8	2.84	0.86

Source: Output of SPSS 20, 2019

From respondents view on the dimension of customer orientation, 13.2% of respondents respond strongly disagree, 19.7% of respondents respond disagree, 17.6% of respondents respond neutral, 36.7% of respondents respond agree and 12.8% of respondents respond strongly agree. Although 2.84 mean and 0.86 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the above table enterprise has a good sense of how their customers value their products and services.

Table 4.15. Respondents View on Financial & growth performance scale

Financial & growth performance scale	SD %	D %	N%	A %	SA%	Mean	St.dev.
22. Return on equity is maximizing.	8.2	7.2	10.3	42.3	32	2.17	1.19
23. Return on assets / pre-tax is maximizing.	5.2	14.4	27.8	28.9	23.7	2.48	1.15
24. Net profit margin from main activities is maximizing.	6.2	15.5	24.7	32	21.6	2.52	1.17
25. Revenue from new service given by the organization maximizing.	1	14.4	18.6	41.2	24.7	2.25	1.02
26. Overall business performance of the organization is maximizing.	3.1	9.3	11.3	46.6	29.9	2.09	1.03
27. Relative growth in market share is increasing annually.	8.2	9.3	17.5	42.3	22.7	2.38	1.17
28. Overall competitive position of organization is on good condition.	7.2	19.6	7.2	47.4	18.6	2.49	1.21
29. General profitability of organization is on sustainable condition.	8.2	14.4	16.5	36.1	24.7	2.45	1.24
Financial & growth performance scale	5.9	13	16.8	39.6	24.7	2.36	0.87

Source: Output of SPSS 20, 2019

From respondents view on the dimension of financial and growth performance, 5.9% of respondents respond strongly disagree, 13% of respondents respond disagree, 16.8% of respondents respond neutral, 39.6% of respondents respond agree and 24.7% of respondents

respond strongly agree. Although 2.36 mean and 0.87 deviations incurred in the analysis of the variable and the level of such an overall mean is medium level. From the analysis of the table respondents agree with the parameter of financial and growth performance. This indicate that the organization is on good condition with financial and growth.

4.5. Results of Regression Model

4.5.1. Result of Regression Model for Organizational Effectiveness

To fill full the conceptual frame work the researcher took independent variables as organizational culture dimensions and dependent variable as organizational effectiveness indicators (employee satisfaction, organizational commitment, customer orientation and financial and growth performance).Also in this case of analyses organizational effectiveness indicators included under organizational effectiveness.

Table 4.16. Model Summary for Organizational Effectiveness

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.675 ^a	0.455	0.392	0.42834	1.972
a. Predictors: (Constant), Transmission Of Information, Collaboration, Coordination And Integration, System Of Control, Communication, Care About Client, Strategic Direction, Learning, Reward And Incentive System, Involvement					
b. Dependent Variables: Organizational Effectiveness					

Source: Out Put of SPSS 20, 2019

From the above result of the table the R or coefficient of correlation of the model is 0.675 or 67.5 % and R Square or coefficient of determination of the model is .455 or 45.5% this means 45.5% of variations of organizational effectiveness were explained by the independent variables (organizational culture dimensions), these shows there are other influencing factors affect the dependent variable (organizational effectiveness).

Table 4.17. ANOVA^a Organizational Effectiveness

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	13.182	10	1.318	7.185	.000 ^b
Residual	15.779	86	.183		
Total	28.961	96			

a. Dependent Variable: Organizational Effectiveness

b. Predictors: (Constant), Transmission Of Information, Collaboration, Coordination And Integration, System Of Control, Communication, Care About Client, Strategic Direction, Learning, Reward And Incentive System, Involvement

Source: Output of SPSS 20, 2019

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

Table 4.18. Regression Coefficient Result for Organizational Effectiveness

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.187	.302		3.933	.000
Care about Client	.068		.095	.790	.432
Collaboration	.062	.074	.096	.841	.403
Communication	.160	.070	.237	2.288	.025
Coordination and Integration	.018	.058	.028	.308	.759
Involvement	-.068	.069	-.131	-.980	.330
Learning	.018	.078	.028	.229	.820
Reward and Incentive System	.033	.076	.057	.437	.663
Strategic Direction	.154	.074	.243	2.084	.040
System Of Control	.158	.075	.259	2.121	.037
Transmission of Information	-.078	.070	-.099	-1.116	.268

Source: Output of SPSS 20, 2019

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

$$\text{Organizational Effectiveness} = 1.187 + 0.095(\text{Care About Client}) + 0.096 (\text{Collaboration}) + 0.237(\text{Communication}) + 0.028(\text{Coordination And Integration}) - 0.131 (\text{Involvement}) + 0.028 (\text{Learning}) + 0.057 (\text{Reward And Incentive System}) + 0.243(\text{Strategic Direction}) + 0.259(\text{System Of Control}) - 0.099(\text{Transmission Of Information}) + \varepsilon$$

From the above table communication, Strategic Direction and System of Control have significant relationship with the dependent variable (organizational effectiveness) because the p-value is below the alpha level which is 0.05 and also have the highest beta value 0.237, 0.243 and 0.259 respectively. All other independent variables listed on the above table have no significant relationship with the dependent variable because their p value is greater than 0.05 and also all independent variables have positive relationship with dependent variable except involvement and transmission of information which have negative relationship with dependent variables.

4.5.2. Result of regression Model for Employee Satisfaction

Table 4.19. Model Summary for Employee Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.748 ^a	0.559	0.507	0.48344

a. Predictors: (Constant), Transmission Of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement

Source: Output of SPSS 20, 2019

From the above result of the table the R or coefficient of correlation of the model is 0.748 or 74.8 % and R Square or coefficient of determination of the model is .559 or 55.9% this means 55.9% of variations of Employee Satisfaction were explained by the independent variables (organizational culture dimensions), these shows there are other influencing factors affect the dependent variable (Employee Satisfaction).

Table 4.20. ANOVA for Employee Satisfaction

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.456	10	2.546	10.892	.000 ^b
	Residual	20.099	86	0.234		
	Total	45.555	96			
a. Dependent Variable: Employee Satisfaction						
b. Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement						

Source: Output of SPSS 20, 2019

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

Table 4.21. Regression Coefficient Result for Employee Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.928	.341		2.724	.008
	Care about Client	.085	.097	.095	.878	.382
	Collaboration	.023	.083	.028	.274	.785
	Communication	.301	.079	.355	3.812	.000
	Coordination and Integration	-.052	.066	-.064	-.794	.429
	Involvement	.008	.078	.012	.097	.923
	Learning	-.042	.088	-.051	-.470	.639
	Reward and Incentive System	.144	.086	.198	1.678	.097
	Strategic Direction	.249	.083	.314	2.986	.004
	System of Control	.046	.084	.060	.550	.584

Transmission of Information	-.039	.079	-.039	-.489	.626
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a. Dependent Variable: Employee Satisfaction

Source: Output of SPSS 20, 2019

The established regression equation was

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

$$\text{Employee Satisfaction} = 0.928 + 0.095(\text{Care about Client}) + 0.028 (\text{Collaboration}) + 0.355(\text{Communication}) - 0.064 (\text{Coordination and Integration}) + 0.12 (\text{Involvement}) - 0.051 (\text{Learning}) + 0.198(\text{Reward and Incentive System}) + 0.314(\text{Strategic Direction}) + 0.60(\text{System of Control}) - 0.039(\text{Transmission of Information}) + \epsilon$$

From the above table communication and Strategic Direction have significant relationship with the dependent variable (employee satisfaction) because the p-value is below the alpha level which is 0.05 and also have the highest beta value 0.355 and 0.314 respectively. All other independent variables listed on the above table have no significant relationship with the dependent variable because their p value is greater than 0.05 and also all independent variables have positive relationship with dependent variable except coordination and integration, learning and transmission of information which have negative relationship with dependent variables. This indicates that only communication and Strategic Direction have significant impact for employee satisfaction other independent variables have no significant impact for employee satisfaction effectiveness in the enterprise.

4.5.3. Result of regression Model for Customer Orientation

Table 4.22. Model Summary for Customer Orientation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680 ^a	0.463	0.401	0.66614

From the above result of the table the R or coefficient of correlation of the model is 0.68 or 68 % and R Square or coefficient of determination of the model is 0.463 or 46.3% this means 46.3% of variations of Customer Orientation were explained by the independent variables (organizational culture dimensions), these shows there are other influencing factors affect the dependent variable (Customer Orientation).

Table 4.23. ANOVA^a for Customer Orientation

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.901	10	3.29	7.414	.000 ^b
	Residual	38.162	86	0.444		
	Total	71.063	96			
a. Dependent Variable: Customer Orientation						
b. Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement						

Source: Output of SPSS 20, 2019

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.000 which is below the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically significant relationship with the dependent variable under study.

Table 4.24. Regression Coefficient Result for Customer Orientation

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.065	.469		-.139	.889
	Care about Client	.083	.134	.074	.621	.536
	Collaboration	.046	.115	.046	.405	.686
	Communication	.150	.109	.141	1.376	.172
	Coordination and Integration	.110	.090	.108	1.219	.226
	Involvement	-.120	.107	-.148	-1.117	.267
	Learning	.033	.122	.033	.274	.785
	Reward and Incentive System	.080	.118	.089	.682	.497
	Strategic Direction	.276	.115	.278	2.401	.019
	System of Control	.269	.116	.281	2.319	.023
	Transmission of Information	.021	.109	.017	.196	.845

a. Dependent Variable: Customer Orientation

Source: Output of SPSS 20, 2019

The established regression equation was

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

$$\text{Customer Orientation} = -0.065 + 0.074(\text{Care About Client}) + 0.046 (\text{Collaboration}) + 0.141(\text{Communication}) + 0.108(\text{Coordination And Integration}) - 0.148(\text{Involvement}) + 0.033(\text{Learning}) + 0.089 (\text{Reward And Incentive System}) + 0.278(\text{Strategic Direction}) + 0.281(\text{System Of Control}) + 0.017(\text{Transmission Of Information}) + \epsilon$$

From the above table Strategic Direction and System of Control have significant relationship with the dependent variable (customer orientation) because the p-value is below the alpha level which is 0.05 and also have the highest beta value 0.278 and 0.281 respectively. All other independent variables listed on the above table have no significant relationship with the dependent variable because their p value is greater than 0.05 and also all independent variables have positive relationship with dependent variable except involvement which has negative relationship with dependent variables. Finally strategic direction and system of control have significant role on customer orientation effectiveness but all other listed independent variables have no significant role for customer orientation effectiveness in the enterprise.

4.5.4. Result of regression Model for Organizational Commitment

Table 4.25. Model Summary for organizational commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.364 ^a	0.132	0.031	0.9409
a. Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement				

Source: Output of SPSS 20, 2019

From the above result of the table the R or coefficient of correlation of the model is 0.364 or 36.4 % and R Square or coefficient of determination of the model is 0.132 or 13.2% this means 13.2% of variations of Organizational Commitment were explained by the independent variables (organizational culture dimensions), these shows there are other influencing factors affect the dependent variable (Organizational Commitment).

Table 4.26.ANOVA^afor Organizational Commitment

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.611	10	1.161	1.312	.237 ^b
	Residual	76.134	86	.885		
	Total	87.745	96			

a. Dependent Variable: Organizational Commitment

Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement

Source: Output of SPSS 20, 2019

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.237 which is above the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically insignificant relationship with the dependent variable under study.

Table 4.27.Regression Coefficient Result for Organizational Commitment

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.421	0.663		5.159	0
	Care about Client	0.183	0.189	0.147	0.969	0.34
	Collaboration	0.055	0.162	0.049	0.343	0.73
	Communication	0.256	0.154	0.218	1.667	0.1

Coordination and Integration	0.011	0.127	0.009	0.083	0.93
Involvement	-0.15	0.151	-0.163	-0.97	0.34
Learning	-0.18	0.172	-0.159	-1.04	0.3
Reward and Incentive System	-0.2	0.166	-0.194	-1.17	0.24
Strategic Direction	-0.18	0.162	-0.163	-1.11	0.27
System of Control	0.07	0.164	0.066	0.428	0.67
Transmission of Information	-0.07	0.154	-0.05	-0.45	0.66
a. Dependent Variable: Organizational Commitment					

Source: Output of SPSS 20, 2019

The established regression equation was

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

$$\text{Organizational Commitment} = 3.421 + 0.147(\text{Care about Client}) + 0.049(\text{Collaboration}) + 0.218(\text{Communication}) + 0.009(\text{Coordination and Integration}) - 0.163(\text{Involvement}) - 0.159(\text{Learning}) - 0.194(\text{Reward and Incentive System}) - 0.163(\text{Strategic Direction}) + 0.066(\text{System of Control}) - 0.050(\text{Transmission of Information}) + \epsilon$$

From the above table all independent variables have no significant relationship with the dependent variable (organizational commitment) because the p-value is above the alpha level which is 0.05. All other independent variables listed on the above table have no significant relationship with the dependent variable because their p-value is greater than 0.05 and also all independent variables have positive relationship with dependent variable except involvement and transmission of information which have negative relationship with dependent variables. Finally organizational culture dimensions have no significant role on organizational commitment effectiveness for ACBSE.

4.5.5. Result of Regression Model for Financial and Growth Performance

Table 4.28. Model Summary for Financial and Growth Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.387 ^a	.150	.051	.85183

- a. Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement

Source: Output of SPSS 20, 2019

From the above result of the table the R or coefficient of correlation of the model is 0.387 or 38.7% and R Square or coefficient of determination of the model is 0.15 or 15% this means 15% of variations of Financial and Growth Performance were explained by the independent variables (organizational culture dimensions), these shows there are other influencing factors affect the dependent variable (Financial and Growth Performance).

Table 4.29. ANOVA^a for Financial and Growth Performance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.992	10	1.099	1.515	.148 ^b
	Residual	62.403	86	0.726		
	Total	73.395	96			
a. Dependent Variable: Financial and Growth Performance						
b. Predictors: (Constant), Transmission of Information, Collaboration, Coordination and Integration, System of Control, Communication, Care about Client, Strategic Direction, Learning, Reward and Incentive System, Involvement						

Source: Output of SPSS 20, 2019

The result in the ANOVA table confirmed the significance of the overall model by p- value of 0.148 which is above the alpha level, i.e. 0.05, which means, the independent variables taken together have statistically insignificant relationship with the dependent variable under study.

Table 4.30. Regression Coefficient Result for Financial and Growth Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.738	.600		2.896	.005
Care about Client	-.024	.171	-.021	-.140	.889
Collaboration	.122	.146	.118	.832	.408
Communication	-.017	.139	-.016	-.124	.902
Coordination and Integration	-.012	.115	-.012	-.106	.916
Involvement	-.044	.137	-.054	-.324	.747
Learning	.158	.156	.154	1.015	.313
Reward and Incentive System	-.016	.151	-.018	-.109	.914
Strategic Direction	.089	.147	.088	.604	.548
System of Control	.190	.148	.195	1.278	.205
Transmission of Information	-.235	.140	-.187	-1.681	.096

a. Dependent Variable: Financial and Growth Performance

Source: Output of SPSS 20, 2019

The established regression equation was

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \beta_7 X_7 + \beta_8 X_8 + \beta_9 X_9 + \beta_{10} X_{10} + \epsilon$$

$$\text{Financial and Growth Performance} = 1.738 - 0.021(\text{Care About Client}) + 0.118(\text{Collaboration}) - 0.016(\text{Communication}) - 0.012(\text{Coordination and Integration}) - 0.054(\text{Involvement}) + 0.154(\text{Learning}) - 0.018(\text{Reward and Incentive System}) + 0.088(\text{Strategic Direction}) + 0.195(\text{System of Control}) - 0.187(\text{Transmission of Information}) + \epsilon$$

From the above table all independent variables have no significant relationship with the dependent variable (financial and growth performance) because the p-value is above the alpha level which is 0.05 and also all independent variables have positive relationship with dependent variable except care about client, communication, coordination and integration, reward and incentive, involvement and transmission of information which have negative relationship with

dependent variables.. Finally organizational culture dimensions have no significant role on financial and growth performance effectiveness in the case of ACBSE.

4.5.6. Discussion

- The analysis of demographic information table showed that there was fair distribution of questioners given to respondents that is 55.7% were males whereas 44.3% of the respondents were females.
- In the case of care about client table the mean level is medium and this shows that the enterprise have difficulties take in to account inquires of customer's opinion about products/ services and show eager for improvement.
- In the case of collaboration table the level of mean is medium level and this indicate that there a difficult situation for collaboration and teamwork in the organization.
- In the case of communication table the level of mean is medium level this indicate that there is lack of communication during undertaking there day to day job.
- In the case of coordination and integration table the mean level is medium level and this also shows that departments have difficulties when carrying out common activity and sharing information.
- In the case of involvement table the mean level is medium level and this show that employees have unfavorable conditions for decision making and for giving various ideas, suggestions.
- In the case of learning table the level of mean is medium level and this shows that the company gives good attention for employees and managers to improve teach each other and share skills and knowledge.
- In the case of Reward and incentive table the level of mean is medium level and this shows that reward system is incorrect (employee is getting salary/ wage according to the results and efforts).
- In the case of strategic direction table the level of mean is medium level this shows that the company goals and plans are achieved purposefully and also everybody knows what and how to do his/her job.
- In the case of system of control table the level of mean is medium level and this shows that existing rules and norms of the organization are more restrictive.

- In the case of transmission information table the level of mean is medium level and this shows that also there is a lack of information, misunderstand between employees and managers incurred in the ACBSE.
- In the case of employee satisfaction table the level of mean is medium level. This shows there unsatisfied employees in the organization.
- In the case organizational commitment table the level of mean is medium level. This indicates that unsatisfied employees work on the organization.
- In the case of Customer orientation table the mean level is medium level. This shows that ACBSE have a good sense of how their customers value their products and services.
- In the case of financial and growth performance table the mean level is medium level. This indicate that the organization is on good condition with financial and growth.
- From the result of analysis the study fill full testing the assumptions of classical regression model (CLRM) (normality, Multicollinearity, Linearity and Homoscedasticity, independent of residuals) and showed positive result and findings include in the appendix part.
- From the analysis of regression model 55.9% of variations of Employee Satisfaction were explained by the independent variables (organizational culture dimensions).
- From the table of regression coefficient communication and Strategic Direction have significant relationship with the dependent variable (employee satisfaction).This indicates that communication and Strategic Direction have significant role for effectiveness employee satisfaction in the enterprise other independent variables have no significant impact for employee satisfaction in the enterprise.
- From the analysis of regression model 46.3% of variations of Customer Orientation were explained by the independent variables (organizational culture dimensions).
- From the table of regression coefficient strategic direction and system of control have significant relationship with the dependent variable (customer orientation).This indicate that strategic direction and system of control have significant role on customer orientation but all other listed independent variables have no significant role for customer orientation in the enterprise.

- From the analysis of regression model 13.2% of variations of Organizational Commitment were explained by the independent variables (organizational culture dimensions).
- From the table of regression coefficient all independent variables have no significant relationship with the dependent variable (organizational commitment) because the p-value is above the alpha level which is 0.05. All other independent variables listed on the above table have no significant relationship with the dependent variable because their p-value is greater than 0.05 and also all independent variables have positive relationship with dependent variable except involvement and transmission of information which have negative relationship with dependent variables. Finally organizational culture dimensions have no significant role on organizational commitment.
- From the analysis of regression model 15% of variations of Financial and Growth Performance were explained by the independent variables (organizational culture dimensions).
- From the table of regression coefficient all independent variables have no significant relationship with the dependent variable (financial and growth performance) because the p-value is above the alpha level which is 0.05 and also all independent variables have positive relationship with dependent variable except care about client, communication, coordination and integration, reward and incentive, involvement and transmission of information which have negative relationship with dependent variables. . Finally organizational culture dimensions have no significant role on financial and growth performance effectiveness in the case of ACBSE.
- From the analysis of regression model all organizational effectiveness indicators together (employee satisfaction, organizational commitment, customer orientation and financial and growth performance) explained by independent variables (organizational culture dimensions) by 45.5%.
- From the analysis of variance the independent variables taken together have statistically significant relationship with the dependent variables under study.
- From the table of regression coefficient communication, Strategic Direction and System of Control have significant relationship with the dependent variables (organizational effectiveness) because the p-value is below the alpha level which is 0.05 and also have

the highest beta value 0.237, 0.243 and 0.259 respectively. All other independent variables listed on the above table have no significant relationship with the dependent variables because their p value is greater than 0.05 and this shows that communication, strategic direction and system of control have a significant role for effectiveness of ACBSE.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATION

5.1. Conclusions

Organizations face different kind of obstacle when performing different kinds of activities by the help of managers and their employees, now days organizational culture dimensions have a great role for performing and implementing day to day activities of organizations, the study of the this research was the role of organizational culture on effectiveness in the case ACBSE.

Based on the findings of the study the following conclusions are drawn: from the analyzed result of tables the level of responses were medium level this indicate that ACBSE have a medium level of effectiveness related with performing organizational culture dimensions because of this the ACBSE facing different kind of problems related with achieving employee satisfaction, organizational commitment, customer orientation and financial and growth performance effectiveness.

From the table of coefficient of analyses, communication and Strategic Direction have significant relationship with the dependent variable (employee satisfaction) and this indicated communication and strategic direction have significant role for effectiveness of employee satisfaction, strategic direction and system of control have significant relationship with the dependent variable (customer orientation) and this indicated strategic direction and system of control have significant role for effectiveness customer orientation, all independent variables have no significant relationship with the dependent variable (organizational commitment) and this indicated that all independent variables have no role for effectiveness of organizational commitment, all independent variables have no significant relationship with the dependent variable (financial and growth performance) and this indicated that all independent variables have no significant role for effectiveness of financial and growth performance of ACBSE. In general from analysis of coefficient result communication, strategic direction and system of control have significant relationship with the dependent variables (organizational effectiveness) and this indicate that the three variables have a significant role for effectiveness of ACBSE.

Finally as per the findings of the study, it can be concluded that organizational culture is important in improving the level of effectiveness which is asserted by the positive contribution of communication, strategic direction and system of control practice to organizational effectiveness. However, care about client, collaboration, coordination and integration, involvement, learning,

reward and incentive system and transmission of information have no significant contribution to organizational effectiveness.

5.2. Limitation of the Study and Suggestions for Future Studies

In the following paragraphs, possible limitations of the study and suggestions for future research are discussed. The first one is convince sampling technique used to distribute questioners and this limit the accuracy of response. Thus, future researchers could use other related sampling technique to clarify the role of each organizational culture dimensions on organizational effectiveness.

Secondly, the research is done on a single organization which makes it indicative but not fully conclusive. Thus, future studies in this area could be done in a broader & wider scope to include other companies and increase conclusiveness of the findings.

Thirdly, there is limitation with regard to sample size. Similarly, the finding of the research might be different if the simple size was larger.

In addition, further studies can be conducted on the role of organizational culture dimensions on organizational effectiveness in the context of other industries and countries. And also future researchers can investigate other factors that influence organizational effectiveness.

5.3. Recommendations

Anbessa City Bus Service Enterprise one of the oldest and pioneer on transport business field also serve the society for the long period of time, however from the result of findings ACBSE facing different kind of obstacle. From standing point of conclusion the researcher give the following recommendation.

- Managers must practice management information system because helps the managers and employees to execute their activity easily and effectively.
- Managers must practice effective customer care program to retain more revenue during bad times.
- Managers must initiate collaborative activity for better effectiveness of the enterprise.
- Managers must initiate good communication skills to increase efficiency.
- Managers must initiate coordination and integration concepts for achieving organizational goals.

- Managers must commence organizational involvement for better participation of employees and managers in the decision making process in the enterprise.
- Managers must commence organizational learning for better advancement of information system, strategic direction and organizational behavior in the enterprise.
- Managers must adopt best reward incentive system for best performance of employee and managers.
- Managers must adopt best management control system to include all system managers and employees.
- ACBSE must continue build more modernized station and branches for vast number of employees working in the organization.

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APPENDIX A: English Version Questionnaire



St. Mary's University ትደብተ ግርዳጃ ዩኒቨርሲቲ
Committed to Excellence

Dear Participant:

My name is Brook Samuel and I am a post graduate student at **St. Mary's University**. For my final project, I am examining **The Role of Organizational Culture on Effectiveness**. Because you are employee of Anbessa City Bus Service Enterprise, I am inviting you to participate in this research study by completing the attached surveys. The following questionnaire will require approximately twenty minutes completing. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name.

Participation is strictly voluntary and you may refuse to participate at any time. Thank you for taking the time to assist me in my educational endeavors.

Section: A: Demographic Information

1. Gender Female Male
2. Age 15-29 30-45 46-60
3. Educational Level
High School Certificate Diploma degree Master PHD
4. Period of Service
Below 2 years From 3-5 Years From 11-20 years
2 Years From 6-10 Years Above 20 years
5. Depot
Mekanisa Yeka Shegole

Section B: Organizational culture scale

Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Involvement	5	4	3	2	1
1. All employees have encouraging conditions for decision making and for giving various ideas, suggestions, notes and so on					
2. The enterprise created good conditions for the interesting work, therefore employees get used to their work willingly					
3. Rituals and traditions of enterprise bring together employees to work further effectively					
Collaboration	5	4	3	2	1
4. Managers consult subordinates (they collaborate).					
5. Teamwork is used more often than individual work, especially when solving important questions or projects					
6. When problems, difficulties or questions arise, employees solve them more individually than by consulting other ones					
Transmission of information	5	4	3	2	1
7. New or other important information reaches employees in due time					
8. Employee is often lacking information, which is necessary to make decision or to work					
9. Employees (also managers) often misunderstand each other (improper transmission of information).					
10. Managers do not provide feedback to the employees					
Learning	5	4	3	2	1
11. It is permanently invested into knowledge and skills of employees (different courses are offered and so on)					
12. Managers improve themselves permanently					
13. Employees teach each other, share skills and knowledge					
14. Various investigation/analysis (e.g. of product characteristics, consumers and personnel needs) are made permanently					
Care about clients	5	4	3	2	1

15. It is enough invested into improvement of product/service quality					
16. Employees look after clients and satisfaction of their needs permanently					
17. Dissatisfaction of clients related with service is always removed					
18. It is offered to the client, what enterprise thinks is better, but not this, what client desires					
19. Enterprise inquires customer's opinion about products/ services and improvement of them and takes that into account					
Strategic direction	5	4	3	2	1
20. Enterprise has a long-term strategy, plans and goals					
21. Goals and plans are achieved purposefully					
22. Your enterprise is as leader showing direction, other enterprises "follow" it					
23. Work is planned so, that everybody knows what and how to do his/her job					
24. Vision of enterprise becomes reality little by little					
Reward and incentive system	5	4	3	2	1
25. Reward system is correct (employee is getting salary/ wage according to the results and efforts)					
26. It is always rewarded (in monetary or other form) for the good works, ideas, innovations and so on					
27. Existing punishment system is correct					
28. Employees are more often awarded than punished					
29. Managers care about welfare of employees (e.g. they are provided with free services, things and so on)					
System of control	5	4	3	2	1
30. Existing rules and norms are more directives (i.e. show direction) than restrictive					
31. Employees have too much freedom; they think that manager must show direction					
32. Managers' control subordinates too much					
Communication	5	4	3	2	1

33. Managers more often ask than command					
34. Managers' teaching and deeds are always at variance					
35. Manager always strives to help and advice employee					
36. Communication between employees is friendly (more informal than formal)					
Coordination and integration	5	4	3	2	1
37. It is very hard to work with person from other department/ group					
38. Departments (groups) have difficulties when carrying out common activity, sharing information and so on					
39. Different departments (groups) have many common things (goals, tasks, celebrations and so on)					

Section: C: Organization Effectiveness

Question	Strongly disagree	Disagree	Undecided	Agree	Strongly agree
Employee satisfaction scale	5	4	3	2	1
1. I expect to remain working here for at least the next two years, assuming I continue to meet performance expectations.					
2. I would recommend our organization to friends as a good place to work. (form for the good works, ideas, innovations and so on)					
3. Our company values are consistent with my personal values.					
4. There are no processes or organizational barriers to my doing a good job.					
5. The work that I do makes a difference to this organization.					
6. Our leadership team has the capabilities and commitment to address the challenges our organization faces.					
7. I am trusted to make meaningful decisions in my day to day activities.					
8. I am paid fairly, given my responsibilities and performance.					
Organizational commitment scale	5	4	3	2	1
9. I would be willing to change companies if the new job offered a 25% pay increase.					
10. I would be willing to change companies if the new job offered more creative freedom.					

11. I would be willing to change companies if the new job offered more status.					
12. I would be willing to change companies if the new job was with people who were more friendly.					
Customer orientation scale	5	4	3	2	1
13. We have routine or regular measures of customer service.					
14. Our product and service development is based on good market and customer information.					
15. We know our competitors well.					
16. We have a good sense of how our customers value our products and services.					
17. We are more customers focused than our competitors.					
18. We complete primarily based on product or service differentiation.					
19. The customer's interest should always come first, ahead of the owners.					
20. Our products/services are the best in the business.					
21. I believe this business exists primarily to serve customers.					

Financial & growth performance scale	5	4	3	2	1
22. Return on equity is maximizing.					
23. Return on assets / pre-tax is maximizing.					
24. Net profit margin from main activities is maximizing.					
25. Revenue from new service given by the organization maximizing.					
26. Overall business performance of the organization is maximizing.					
27. Relative growth in market share is increasing annually.					
28. Overall competitive position of organization is on good condition.					
29. General profitability of organization is on sustainable condition.					

APPENDIX B: Amharic Version Questionnaire



St. Mary's ትዕዛት ማርያም
University ዩኒቨርሲቲ
Committed to Excellence

ውድ ተሳታፊዎች

እኔ ብሩክ ሳሙኤል በቅድስተ ማርያም ዩኒቨርሲቲ በድህረ ምርቃ ፕሮግራም መሩቅ ለመሆን የማጠቃለያ መመሪያ ቍሁፊን «THE ROLE OF ORGANIZATION CULTURE ON EFFECTIVENESS » በሚል ርዕስ በአንበሳ የከተማ አውቶቢስ አገልግሎት ድርጅት ላይ ለመስራት የድርጅቱ ሃላፊዎችና ሰራተኞች ትብብር ስለሚያስፈልገኝ ይህን መጠይቅ በተቀመጠው የመልስ መስጫ ላይ ምልክት በማድረግ ለጥያቄዎቹ የሚሰማዎትን ትክክለኛ ምላሽ እንዲመልሱ ስል በትህትና እጠይቃለሁ ። ለሚመልሱት መልስ ሚስጥራዊነት ሲባል እባክዎት ስምና የመታወቂያ ቁጥር እንዳያስቀምጡ። ለሚደረግልኝ ትብብር ሁሉ አስቀድሜ ልባዊ ምስጋናዬን አቀርባለሁ።

ክፍል:U: መጠይቁን የሚሞላው ሰው መረጃ

1. ጾታ ሴት ወንድ
2. እድሜ 18-29 30-45 46-60
3. የትምህርት ደረጃ
10 ክፍል ሰርተፍኬት ዲፕሎማ ዲግሪ ማስተር ፕሎችዲ
4. በድርጅቱ የሎት የቆይታ ጊዜ
2 አመት በታች ከ 3-5 አመት ከ 11-20 አመት
2 አመት ከ 6-10 አመት ከ 20 አመት በላይ
5. የሚሰሩበት ዲፖርት
መካኒካል የካ ሸጎሌ

ለ. የድርጅቱ ባህል መለኪያ

ጥያቄ	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
የሰራተኞች ተሳትፎ	5	4	3	2	1
1. ለውሳኔ አሰጣጥ እንዲሁም የተለያዩ ሀሳቦችን ለመስጠት በድርጅቱ ለሁሉም ሰራተኞች አበረታች የሆነ ሁኔታ አለ።					
2. በፍላጎት ለሚሰሩ ስራዎች ጥሩ ሁኔታ ተፈጥረዋል ስለዚህ ሰራተኞች በፍቃዳቸው ይሰራሉ።					
3. የድርጅቱ የሰራ ባህል እና ደንብ ሰራተኞችን አንድ ላይ አርጎላ ለበለጠ የስራ ውጤት እንዲተጉ ያደርጋል።					
የሰራተኞች ብብር	5	4	3	2	1
4. የስራ ሀላፊዎች የበታቻቸውን ያማክራሉ።					
5. ድርጅቱ ብዙውን ጊዜ ቁልፍ ጥያቄዎችን ወይም ችግሮችን ለመፍታት ከግላዊ ይልቅ ቡድናዊ ስራን ይጠቀማል።					
6. የድርጅቱ ሰራተኞች ችግሮች እና ጥያቄዎች በሚነሱበት ጊዜ ሌሎችን ከማማከር ይልቅ በግላቸው ይፈታሉ።					
የመረጃ ስርጭት	5	4	3	2	1
7. በድርጅቱ አዲስ እና ጠቃሚ መረጃዎች በወቅቱ ለሰራተኞች ይደርሳሉ።					
8. ሰራተኞች ብዙውን ጊዜ ለውሳኔ ወይም ለስራ የሚጠቅሙ መረጃዎች ያጥራቸዋል።					
9. የስራ ሀላፊዎች እንዲሁም ሰራተኞች ብዙውን ጊዜ እርስ በርሳቸው ያለመግባባት ይታያል። (የተዘባ የመረጃ ልውውጥ መኖር)					
10. የድርጅቱ የሰራ ሀላፊዎች ለሰራተኞች ምላሽ አይሰጡም።					
አቅም ግንባታ	5	4	3	2	1
11. በድርጅቱ በቃሚነት ለሰራተኞች ክህሎት እና እውቀት በጀት ይመድባል። (የተለያዩ ስልጠናዎች በድርጅቱ ይቀርባሉ)					
12. የስራ ሀላፊዎች እራሳቸውን በቃሚነት ያሻሽላሉ።					
13. ሰራተኞች እርስ በርስ ይማማራሉ እንዲሁም					

ክህሎታቸውን እና እውቀታቸውን ይጋራሉ።					
14.በድርጅቱ በቃሚነት የተለያዩ ጥናትና ምርምሮች ይካሄዳሉ (ለምሳሌ-የምርት ጠባይ፣ የደንበኞች ፍላጎት --ወዘተ)።					
ለተገልጋዮች የሚሰጥ ትኩረትና ጥንቃቄ	5	4	3	2	1
15.የምርት እና የአገልግሎት ጥራትን ለማሻሻል በበቂ ሁኔታ በጀት ይመደባል።					
16.የድርጅቱ ሰራተኞች በቃሚነት የደንበኞችን ፍላጎትና እርካታ ይጠብቃሉ።					
17.የደንበኞችን በአገልግሎት አለመርካት ሁልጊዜ ይወገዳል።					
18.በድርጅቱ የሚቀርበው አገልግሎት ድርጅቱ መልካም ብሎ የሚያስበውን እንጂ የደንበኞችን ፍላጎት አይደለም።					
19.ድርጅቱ ስለሚሰጠው የምርትና እና አገልግሎት ከደንበኞች ሀሳብ በመሰብሰብ እና የሰበሰበውንም ሃሳብ በመጠቀም ምርትና አገልግሎትን ያሻሽላል።					
ስትራቴጂክ/ዘለቄታዊ የትኩረት አቅጣጫ	5	4	3	2	1
20. ድርጅቱ የረጅም ጊዜ የሆነ እቅድ እና ግብ አለው።					
21.እቅድ እና ግቦች የሚሳኩት አስቀድሞ በተቀመጠ አላማ ነው።					
22.የርሶ ድርጅት እንደመሪ አቅጣጫ ያሳያል፤ ሌሎች ድርጅቶች ይከተሉታል።					
23.ስራ ይታቀዳል በዚህ መሰረት እያንዳንዳቸው ሰራተኞች ምን እና እንዴት እንደሚሰሩ ያውቃሉ።					
24. የድርጅቱ ራዕይ ቀስ በቀስ እውነት እየሆነ ነው።					
ሽልማት እና ጥቅማጥቅም	5	4	3	2	1
25.በድርጅቱ የክፍያ ስርዓት (ደሞዝ ወይም ሌሎች ጥቅማ ጥቅሞች) ትክክል ነው።					
26.በድርጅቱ ሁልጊዜ ለመልካም ስራ፣ ለመልካም ሀሳብ እንዲሁም ለፈጠራ ስራዎች በገንዘብ ወይም በሌላ መንገድ ያሸልማል።					
27.በድርጅቱ ያለው የስነ ስርዓት እርምጃ አወሳሰድ ትክክል ነው።					

28.ስራተኞች ብዙውን ጊዜ ከመቀጣት ይልቅ ይሸለማሉ።					
29.የስራ ሀላዎች ለስራተኞች ደህንነት ይጠነቀቃሉ።					
የቁጥጥርስርዓት	5	4	3	2	1
30.በድርጅቱ ህግና ስርዓቶች ማስፈራሪያ ሳይሆኑ አቅጣጫ ጠቃሚዎች ናቸው።					
31.ስራተኞች ስራቸውን ለመስራት ብዙ ነፃነት አላቸው፤ አመራሮች አቅጣጫ ማሳየት አለባቸው ብለው ያስባሉ።					
32.የስራ ሃላፊዎች የቦታችቻቸውን በጣም ይቆጣጠራሉ።					
ተግባቦት	5	4	3	2	1
33.የስራ ሃላፊዎች ብዙውን ጊዜ ከማዘዝ ይልቅ ይጠይቃሉ።					
34.የስራ ሃላፊዎች አስተምሮ እና ስራዎች ሁልጊዜ በስራ ክፍተት ላይ ብቻ ነው።					
35.የስራ ሀላፊዎች ሁልጊዜ ስራተኞችን ለመርዳትና ለመምከር ይጥራሉ።					
36.በሰራተኞች መካከል ያለው የስራ ተግባቦት በወዳጅነት ላይ የተመሰረተ ነው።					
ትብብርናትሥሥር	5	4	3	2	1
37.በድርጅቱ ውስጥ ከሌላ ክፍል ሰራተኛ ወይም ሰው ጋር መስራት በጣም አስቸጋሪ ነው።					
38.የስራ ክፍሎች የጋራ የሆነ ስራቸውን ወይም መረጃ በሚቀያየሩበት ጊዜ ችግር አለባቸው።					
39.የተለያዩ የስራ ክፍሎች (ቡድኖች) የጋራ የሆነ ነገር አላቸው (ሰራ፣ግብ እና በዓል የማክበሪያ ጊዜ)።					

ሐ. የድርጅቱ ወጤታማነት መለኪያ

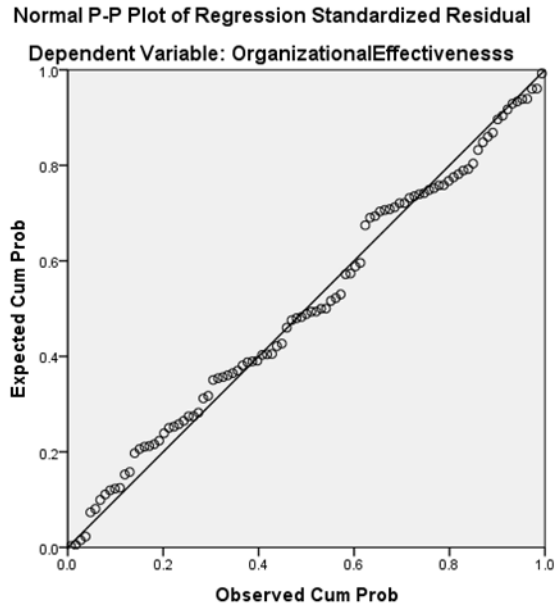
ጥያቄ	በጣም አልስማማም	አልስማማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
የስራተኞች እርካታ	5	4	3	2	1
1. በድርጅቱ የሚጠበቀውን የስራ ብቃት ለማሳላት በማሰብ ለቀጣዩ ሁለት አመት በድርጅቱ እንደምቆይ እጠብቃለሁ።					

2.የምሳራቦት ድርጅት ጥሩ የመስሪያ ቦታ መሆኑን ለጋደኞች እጠቁማለሁ፡፡					
3.የድርጅቱ መርህ ከእኔ መርህዎች ጋር የሚሄድ ነው፡፡					
4.በድርጅቱ ስራዬን በምሳራቦት ወቅት ምንም አይነት የስራ ሂደት ወይም እክል አያጋጥመኝም፡፡					
5.የምሳራው ሰራ በድርጅቱ ለውጥ የሚያመጣ ነው፡፡					
6.የድርጅታችን አመራር ቡድን የድርጅታችንን ችግሮች ለመቅረፍ ብቃትና ቁርጠኝነት አለው፡፡					
7.በድርጅቱ ፍሬያማ ውሳኔዎችን ማከናወን እንደምችል ተአማኝነት አለኝ፡፡					
8.ከብቃቴ እና ከሃላፊነቴ የሚመጥን ፍትሃዊ ክፍያ ይከፈለኛል፡፡					
ድርጅታዊቁርጠኝነት	5	4	3	2	1
9.25% የደሞዝ ጭማሪ የሚሰጥ ድርጅት ከገኘው የምሳራቦትን ድርጅት ለመልቀቅ ዝግጁ ነኝ፡፡					
10.ከምሳራቦት ድርጅት የበለጠ ነፃነት የሚሰጥ ድርጅት ባገኝ የምሳራቦትን ድርጅት ለመልቀቅ ዝግጁ ነኝ፡፡					
11.ከምሳራቦት ድርጅት የበለጠ ስልጣንን የሚሰጥ ድርጅት ከገኘሁ የምሳራቦትን ድርጅት ለመልቀቅ ዝግጁ ነኝ፡፡					
12.ከምሳራቦት ድርጅት የተሻለ በሰራተኞች መግባባት እና መተባበር የተመሰረተ ድርጅት ከገኘሁ የምሳራቦትን ድርጅት ለመልቀቅ ዝግጁ ነኝ፡፡					
የደንበኞችቅኝት	5	4	3	2	1
13.የደንበኞችን አገልግሎት የምንለካበት ቃሚ የሆነ መለኪያ አለን፡፡					
14.የድርጅቱ የምርትና አገልግሎት እድገት መሰረት ያደርገው በገቢያው እና በደንበኞች መረጃ ነው፡፡					
15.ተፎካካሪያችንን ጠንቅቀን እናውቃለን፡፡					
16.ደንበኞቻችን ስለኛ ምርትና አገልግሎት እንዴት እንደሚያዩት ጥሩ እውቀት አለን፡፡					
17.ከተፎካካሪያችን የበለጠ ደንበኞች ላይ					

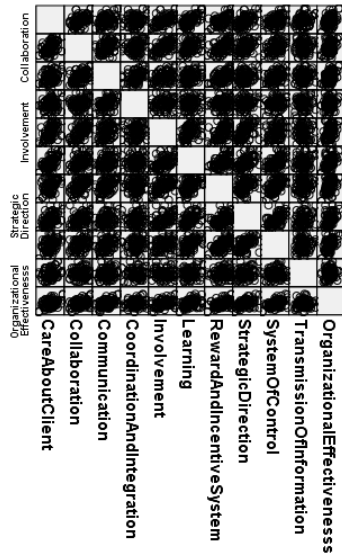
አተኩረን እንሰራለን።					
18.ድርጅቱ የመጀመሪያ ደረጃ የሚባለውን የምርትና አገልግሎት አሰጣጥ ፈጽሞ አከናውናል።					
19.የደንበኞች ፍላጎት ሁልጊዜ ከባለቤቶች ፍላጎት ይቀድማል ።					
20.የድርጅቱ ምርትና አገልግሎት በስራ ዘርፉ ምርጥ የሚባል ነው።					
21.ይህ የስራ ዘርፍ የተፈጠረው በመጀመሪያ ደረጃ ደንበኞችን ለማገልገል ነው ብዬ አምናለሁ።					
የገንዘብምንጭ እና እድገት	5	4	3	2	1
22.የድርጅቱ ገቢ እየጨመረ ይገኛል።					
23.ከግብር በፊት ያለው የድርጅቱ ገቢ በመጨመር ላይ ነው።					
24.ዋና ዋና ከሚባሉት የድርጅቱ አገልግሎቶች የሚገኘው ትርፍ እየጨመረ ይገኛል።					
25.ከአዳዲስ አገልግሎቶች የሚገኘው ገቢ እየጨመረ ነው።					
26.በአጠቃላይ የድርጅቱ የንግድ እንቅስቃሴ እየጨመረ ይገኛል።					
27.የድርጅቱ የገቢ የድርሻ አመት ከአመት በመጨመር ላይ ይገኛል።					
28.የድርጅቱ የውድድር መንፈስ ከተፎካካሪ ድርጅቶች በተሻለ ሁኔታ ላይ ይገኛል።					
29.የድርጅቱ አጠቃላይ ትርፍ በመጨመር ላይ ይገኛል።					

APPENDIX C: Analysis for Testing the Assumptions of Classical Regression Model

Test for Normality of Data



Test for Linearity and Homoscedasticity



Test for Multicollinearity

	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
Care About Client	.439	2.276
Collaboration	.491	2.038
Communication	.592	1.690
Coordination And Integration	.793	1.261
Involvement	.357	2.801
Learning	.428	2.335
Reward And Incentive System	.369	2.714
Strategic Direction	.465	2.152
System Of Control	.424	2.358
Transmission Of Information	.801	1.248

Test of independent Residual

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.675 ^a	.455	.392	.42834	1.972

a. Predictors: (Constant), Transmission Of Information, Collaboration, Coordination And Integration, System Of Control, Communication, Care About Client, Strategic Direction, Learning, Reward And Incentive System, Involvement

b. Dependent Variable: Organizational Effectiveness

