



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE ENGAGEMENT:
THE CASE OF DASHEN BANK SC**

BY
SINSHAW ALI

JUNE 2020
ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF GRADUATE
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DEGREE OF GENERAL MBA**

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ADDIS ABABA, ETHIOPIA

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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June 2020

Declaration

I, Sinshaw Ali, declare that this thesis entitled The Effect of Organizational Culture on Employee Engagement: the case of Dashen bank SC is my own original work prepared under the follow up and guidance of Dr. Solomon Markos. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in fully to any other higher learning institution for the purpose of earning any degree.

SIGNATURE _____

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Sinshaw Ali

LIST OF ACRONYMS

POS = Point of Sale

CVF = Competing Values Framework

IT = Information Technology

HR = Human Resource

SPSS = Statistical Package for Social Science

ANOVA = Analysis of Variance

VIF = Variance Inflation Factor

IV = Independent Variable

DP = Dependent Variable

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Abstract

The purpose of this study was to investigate the effect of organizational culture on employee engagement in case of Dashen Bank SC. The study was based on an explanatory research design. The organizational culture questionnaire was adopted from Cammeron and Quin and the employee engagement questionnaire was adopted from Utrecht. A total of 270 employees participated in the study with response rate of 91%. The researcher used proportionate stratified simple random sampling techniques. The data was analyzed using descriptive and inferential statistics. The results show that the existing characteristic of the organization culture in Dashen Bank is hierarchy culture which is highly characterized by bureaucratic, according to the finding this culture type do not have significant effect on employee engagement. The study also found out that the four traits measuring organizational culture clan, adhocracy, market and hierarchy were all positively related with employee engagement. On top of that, clan is the most contributing organizational culture traits in the prediction of employee engagement with beta value .455. According to the regression analysis result, clan culture has significant effect on employee engagement ($p < 0.05$). On the other hand, the remaining three culture traits adhocracy, market and hierarchy have no significant effect on employee engagement due to the fact that $p > 0.05$. Based on the research findings and conclusions the major recommendations were offered for possible consideration by Dashen bank SC which is mostly related with the type of culture shall be applied to boost employee engagement.

Keywords: *Organizational culture, clan, adhocracy, market, hierarchy, and employee engagement*

CHAPTER ONE

Introduction

This chapter deals about background of the study, background of the organization, statement of the problem, research question, objectives of the study, significance of the study, scope of the study, limitation of the study and organization of the study.

1.1 Background of the Study

In the context of work, human capital is the resource that is involved in making the important decisions, developing the innovative products, building customer relationship, and winning contracts. Being a highly dynamic and non-replicable resource, most managers would agree that employees can make a critical difference when it comes to innovation, competitive power, delivering high quality service and ultimately affect the overall success of a business (Bakker & Schaufeli, 2008; Goodman, Zammuto, & Gifford, 2001). As such organizations are depending on having employees who take initiative, creative, proactive, and willing to go extra mile. This requires having vigorous employees who are dedicated and absorbed by their work; that is, employees who are engaged (Bakker & Schaufeli, 2008)

Organizational culture may be perceived to be supportive/unsupportive or positive/negative. Organizations with a positive culture reward their employees and create an enabling environment where employees develop, grow and operate at their full potential (Robbins & Judge 2012). According to French & Holden (2012), positive organizational cultures buffer ill effect of bad news during change processes. This means that when employees perceive an organizational culture as positive they respond to change better and make change management possible. Van (2013) concludes that employees drive innovation and move the organization forward where they perceive the organizational culture as supportive. Supportive organizational cultures reduce negative work-home spill over and provide flexible work home arrangements that attract and retain high quality employees concurs (Sok, Blomme & Tromp, 2014).

Organizational culture has been shown to propel employee engagement (Lockwood, 2007; McBain, 2007). Employee engagement is more likely to occur in a friendly and supportive work environment. Such engagement is facilitated by appropriate compensation and benefits for

employees. It is also fostered by alignment to organizational mission and vision statements, positive peer treatment, and a policy of work-life balance.

Currently, the banking industry in Ethiopia is facing strong competition more than ever. The competition will become worse when the foreign banks join the industry. It is needless to mention that in order to stay competitive in the industry having engaged employees has paramount importance as it increase the performance of the employees, which in turn improves organizational performance. According to (Cascio, 2006) performance is the degree of an achievement to which an employee's fulfill the organizational mission at workplace. Other author (Daft, 2000) defines employee's performance as a means to measure the ability of employees to attain goals either personal or organizational by using resources efficiently and effectively.

1.2 Background of the organization

Dashen Bank SC was established on September 20, 1995 as a share company with an authorized and subscribed capital of birr 50 million. The bank coined its name from the highest peak in the country; "mount Dashen" aspires to be unparalleled in banking. Headquartered in Addis Abeba, it is the biggest private bank in Ethiopia. According to the Bank's 2019 report, it operates through a network of 413 branches, 355 ATMs and 910 point of sales (POS) terminals spread across the country.

The bank is also the most reputable brand in the domestic banking market, a reputation earned through consistent delivery of values and preeminence unmatched by its competitors. The bank works in partnership with leading brands in the industry (VISA, MasterCard, Union Pay and American express) and prominent money transfer operators (Western Union, MoneyGram, Xpress Money, Dahabshiil, EzRemit, Transfast, Ria and World Remit).

The bank is pioneer in Ethiopia to launch full-fledged payment card service that enables customers to withdraw cash wherever they are in need and procure goods and services from various commercial locations. Currently, its paid up capital has recorded birr 6,847,000 billion as at June 30, 2019.

Following the strategic partnership established with American Express, Dashen bank not only accepting but also issuing Amex Gold & Green Cards. This strategic alliance reaffirmed the Bank's continued aspiration to set landmarks in the country's banking industry.

Recently, Dashen bank has started Omni-channel internet banking dubbed Amole. The product comprises unique features that competitors do not have. Amole enable the customers to make payment for airlines ticket, airtime purchase, DStv payment, buy concert and football matches ticket, buy books and different items online in collaboration with the ecosystem players, and many more.

1.3 Statement of the problem

Organizational culture is one of the important source of competitive advantage, it affect organizational behavior and corporate performance positively or negatively (Richard and Theresa, 2017). Organizational culture is all about attitude, beliefs, values and expectation shared by the members of the organization. According to Schein (1984) organizational culture is the most important that guides the organizational stakeholders behaviors and serves as a glue in order to keep every members interact together.

The academia and managerial practitioners have reached the consensus that organizational culture is the core competency for an organization. It will impact the effectiveness or performance of the individuals, the group and the whole organization.

The culture of the organization can have impact on employees. A positive culture can create trust and loyalty among employees, giving them passion for their job and dedication to the company. Employees who feel comfortable in the culture of the organization are more likely to be engaged in their job and company, which in turn boost productivity.

The culture of the organization is very important for the progress of an organization because it impacts on employee engagement which in turn affects organizational performance. According to Richardson and Theresa (2017) a high level of employee engagement is vital to the organization. Engaged employees are dedicated to work, work with vigor and get absorbed in the work they do. Several factors like leader behavior and availability of resources affect employee engagement. Employee engagement describes a situation in which an employee's actions, thoughts and attitudes are in line with that of their employer (shuck and Wollard, 2009).

The researcher of this study observed that earlier the engagement of Dashen bank employees was astonished. They were willing and happy to do extra hour, they were passionate about the things they did, they were diplomats of the bank thereby they were talking good about their bank

whenever they got a chance to do so. However, currently, engagement level of Dashen Bank SC employees has been declined from time to time. Recently, the bank lost its industry leadership. Above all, other peer banks are also chasing it closely. There might be a lot of factors that attribute for this; however, in this study the researcher is keen to know that does the culture of the organization affect the engagement of the employees. According to (Cascio, 2006) performance is the degree of an achievement to which an employee's fulfill the organizational mission at workplace.

Several related studies have been carried out on organizational culture. Previous researches on the subject confirmed a solid connection between organizational culture and engagement of work (Alarcon, 2010). So far, in Ethiopia context a lot of researches have been done to evaluate the effect of culture on different variables; research by Meseret Abebe (2017) focus on culture on its impact on employee performance, Seifu Nigatu (2018) dictates about the effect of organizational culture on job satisfaction, Eskedar Tessema (2017) inclined to assess organizational culture without showing its relationship with other variables. This research intended to fill the gap by identifying the actual effect of organizational culture on employee engagement in Ethiopia context due to the fact that attention has not been given to this specific area.

1.4 Research Question

- ✓ What is the existing characteristic of organizational culture at Dashen Bank SC?
- ✓ What is the level of employee engagement at Dashen Bank SC?
- ✓ What is the relationship between organizational culture and employee engagement?
- ✓ What is the effect of organizational culture on employee engagement?

1.5 Objectives of the study

The research has been conducted with the following General and specific objectives.

1.5.1 General Objective

The general objective of the study is to investigate the effect of organizational culture on employee engagement at Dashen Bank SC.

1.5.2 Specific Objectives

- ✓ To identify the existing characteristic of organizational culture at Dashen Bank SC.
- ✓ To measure the level of employee engagement at Dashen Bank SC.

- ✓ To examine the relationship between organizational culture and employee engagement.
- ✓ To determine the extent to which organizational culture affects employee engagement.

1.6 Significance of the study

According to Nongo and Ikyanyou (2012) organizational culture is one of the critical factors that enhance the attainment of organizational goals and objectives. Starting from 2018/2019 fiscal year Dashen Bank has implemented its five years strategic plan. Hence, the study might be beneficial for the successful implementation of its strategy.

Besides, the study might contribute to the existing literature thorough identifying the significance relationship between the selected organizational culture and employee engagement. Finally, the researchers might use it as an input for further study and to investigate more in the area.

1.7 Scope of the Study

Geographical delimitation of the study was though the bank operates in the entire country the study focused on head office and Amoudi branch.

Conceptual scope of the study was concentrated on the effect of organizational culture on employee engagement. Although there are different dimensions of organizational culture, this study was extracted from (Cameron & Quinn, 2006) standard questionnaire. It is based on six organizational culture dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria of success) and four dominant culture types (clan, adhocracy, market and hierarchy). With regard to employee engagement it was measured through Utrecht Work Engagement Scale which is developed by (Schaufeli & Bakkers, 2006) it consist three dimensions: vigor, dedication and absorption.

In connection with methodological delimitation, even though there are different types of data gathering tools, this study employed only questionnaire as it fits to inferential statistics analysis.

1.8 Limitation of the Study

One of the limitations in due course of study was the field of organizational culture and its effect on employee engagement has emerged in past recent decades so that I couldn't find studies that were made locally to know more about the subject matter in Ethiopia context. Therefore, the researcher used available resources to develop review of related literature from library and websites. This study was also limited to one organization; hence, it did not entirely represent the different cultures in different industries. Besides, there could be many other parameters influencing employee engagement but the study only focused on organizational culture. Whereas a bigger sample and wider coverage would give better result, this study was only limited to a sample of employees from Dashen bank SC.

On top of that, the study was conducted amid the outbreaks of pandemic COVID-19. As a result, it was challenging in due time of data collection on the ground of fear of infection.

1.9 Organization of the study

The research paper consists of five chapters. The content of each chapter is summarized as follows:

Chapter One: it presents background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study and limitations of the study.

Chapter Two: presents related literature review of on organizational culture and employee engagement. In addition, it includes empirical review made on previous studies related with organizational culture.

Chapter Three: it deals with the research methodology being used, and it encompasses research design and approach, target population, data type and data sources, data collection instrument and data analysis.

Chapter Four: present the finding of the research

Chapter Five: The final chapter contains a summary of the study finding, conclusions drawn from the findings and recommendations.

CHAPTER TWO

LITRATURE REVIEW

Introduction

This chapter provides an insight to readers about the theoretical view of the topics under study. The chapter covers topics related to the theories and concepts of organizational culture and employee engagement. Besides, it includes empirical studies of the topic. Furthermore, the conceptual framework of the study is presented at the end of this chapter.

2.1 Theoretical Review

2.1.1 Organizational Culture

In general terms, organizational culture is the pattern of values, norms, beliefs, attitudes, and assumptions that may not have been articulated but shape the ways in which people behave and get things done. Values refer to what is believed to be important about how people and the organizations behave. Norms are the unwritten rules of behavior. The definition emphasizes that organizational culture is concerned with abstractions such as values and norms which pervade the whole or part of an organization. In another way, culture can be regarded as a ‘code word for the subjective side of organizational life’ (Meyerson and Martin, 1987).

The following are some other definitions of culture by different authors in their books and journal articles:

- Spencer (2008) defined culture as fuzzy set of basic assumptions and values, orientations to life, beliefs, policies, procedures, and behavioral conventions that are shared by a group of people, and that influence (but do not determine) each member’s behavior and his/her interpretations of the ‘meaning’ of other people’s behavior.
- Culture is a set of customs, values, norms, and beliefs that influence on an organization (Khorshidi, 2008).
- According to Martins and Terblanche (2003), culture is deeply associated with values and beliefs shared by personnel in an organization.

Culture is also defined from the perspective of organizational side. Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the “rules of the game” for decision making, structure and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitates assimilation and personal success (Dave H. and Jeanne Ulrich, 2010).

Organizational Culture is the pattern of shared basic assumptions that is learned by a group as it solved its problems of external adaptation and internal integration (Schein 2004). These assumptions are said to be maintained in the continuous process of human interaction (attitudes and behavior) as the right way in which things are done. Zhang (2010) also describes organizational culture as a model, composed by some basic assumptions; and the assumptions are found and created gradually by a certain group in the process of exploring the method of adapting to external environment and solving internal interconnected system.

Internal integration is the socialization of new members in the organizations, creating the new boundaries of the organization and the feeling of identity among personnel and commitment to the organization (Martins and Terblanche, 2003). External adaptation is also said to be creation of competitive edge, making sense of environment in terms of acceptable behavior and social system stability.

The definitions by Schein (2004) and Zhang (2010) offer both deeper basic assumption and faith that is shared by organizational members in explaining the purpose; and the environment of organization itself. Also, the affirmations focus on internal integration and external adaptation of organizations which are the organizational culture attributes that define the performance of organizations. It is thus admittable that organizational culture is paramount to organizational success (Twati and Gammack, 2006).

Other author defines organizational culture as a system of shared meaning held by members that distinguishes the organization from other organizations. Seven primary characteristics seem to capture the essence of an organization’s culture: Innovation and risk taking, attention to details, outcome orientation, people orientation, team orientation, aggressiveness and stability (Robbins and Timothy, 2013).

According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture; culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

As it can be seen from the above definitions, there are some commonalities between and it can be assumed that organizational culture comprises of some sort of values, beliefs, and attitudes that are held by individuals and the organization.

2.1.2 The Importance of Organizational Culture

Saiyadin (2003) explains that culture has the following importance:-

- Culture supplements rational management: creation of work culture is a time consuming process. Therefore, organization culture cannot suddenly change the behavior of people in an organization. Culture communicates to people through symbols, values, physical settings, and language, and, thereby supplements the rational management tools such as technology and structure.
- Culture facilitates induction and socialization: Induction is a process through which new entrants to an organization are socialized and indoctrinated in the expectations of the organization.
- Culture promotes a code of conduct: a strong culture in an organization explicitly communicates modes of behavior so that people are conscious that certain behaviors are expected and others would never be visible. The presence of a strong culture would be evident where members share a set of beliefs, values, and assumptions which would influence their behavior in an invisible way.

Schein (2004) suggests that organizational culture is even more important today than it was in the past. Increased competitions, globalization, mergers, acquisitions, alliance and various workforce developments have created a greater need for:

- Coordination and integration across organization units in order to improve efficiency, quality, and speed of designing, manufacturing and delivery products and services.

- An effective control mechanisms dictating employees behavior. Culture is more powerful way of controlling and managing employee behaviors than organizational rules and regulations.
- Product and strategy innovation.
- Process innovation and the ability to successfully introduce new technologies and products and services.
- Effective management of dispersed work units and increase workforce diversity.
- Cross cultural management of global enterprises and multinational partnerships.
- Facilitation and support of team work.

2.1.3 Models of Organizational Culture

While there is no single "type" of organizational culture and cultures can vary widely from one organization to the next, commonalities do exist. And several models by researchers have been proposed till to date explaining the organization culture and some researchers have developed models to describe different indicators and dimensions of organizational cultures. The prominent scholars exploring organizations culture are as follow:

2.1.3.1 Edgar Schein's Model

Schein (2004) believed that there are three levels in an organization culture and his model focuses on artifacts, values, and assumptions.

- I. **Artifacts:** The first level is the characteristics of the organization which can be easily viewed, heard and felt by individuals collectively known as artifacts. The dress code of the employees, office furniture, facilities, behavior of the employees, mission and vision of the organization all come under artifacts and go a long way in deciding the culture of the workplace. And this aspect of the organizational culture is the simplest perspective on culture which is provided by the tangible artifacts that reveal specific cultural predispositions.
- II. **Values:** The next level according to this model which constitutes the organization culture is the values of the employees and rules of behavior. The values of the individuals working in the organization play an important role in deciding the organization culture. The thought process and attitude of employees have deep impact on

the culture of any particular organization. The mind-set of the individual associated with any particular organization influences the culture of the workplace. Values pertain largely to the ethics embedded in an organization.

- III. Assumed Values:** The third level is the assumed values of the employees which can't be measured but do make a difference to the culture of the organization. There are certain beliefs and facts which stay hidden but do affect the culture of the organization. The inner aspects of human nature come under the third level of organization culture. The organizations follow certain practices which are not discussed often but understood on their own and much more difficult to deduce through observation alone. These are tacit assumptions that infect the way in which communication occurs and individuals behave. They are often unconscious, yet hugely important.

According to Schein (1992), understanding the organization's culture may start from observing its artifacts: its physical environment, employee interactions, company policies, reward systems, and other observable characteristics. However, simply looking at these tangible aspects is unlikely to give a full picture of the organization, since an important chunk of what makes up culture exists below one's degree of awareness. The values and deeper, the assumptions that shape the organization's culture can be uncovered by observing how employees interact and the choices they make, as well as by inquiring about their beliefs and perceptions regarding what is right and appropriate behavior.

2.1.3.2 Robert Cooke's Model

According to Cooke (1987), the culture of an organization is the way employees behave at the workplace to ensure stable future and growth. And he proposed the following three types of culture in the organization:

- I. Constructive Culture:** there are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions, exchange of ideas amongst

employees, motivates the employees and eventually extracts the best out of them. The key features of a constructive culture are:

- **Achievement:** A constructive culture helps the employees to achieve the targets within the stipulated time frame.
- **Self-Actualizing:** In this kind of culture, an employee stays motivated and realizes full potential.
- **Encouragement:** A constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization.
- **Affiliative:** The employees avoid conflicts and unnecessary disputes and promote a positive ambience at the workplace.

II. Passive Culture: in a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are:

- **Approval:** In such a culture employees can't take decisions on their own. They need to take their supervisor's approval before implementing any idea.
- **Conventional:** Employees are bound by rules and regulations of the organization and act according to the prescribed standards only.
- **Dependent:** In such a culture, the performance of the employees is dependent on the superior's decisions and they blindly follow their boss's orders.
- **Avoidance:** Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies.

III. Aggressive Culture: organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistance are often called as incompetent employees. Every individual vies for power, attention and strive hard to win appreciation. The key features of such a culture are opposition, power, perfectionist and competitive.

2.1.3.3 Hofstede Model

Another author, Hofstede (1980) organization culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks. Accordingly, there are majorly six factors which influence the culture of the workplace.

- I. Power Distance Orientation:** power distance refers to the differences in the work culture as per the power delegated to the employees. There are some organizations which believe in appointing team leaders or team managers who are responsible for their respective teams and have the challenge of extracting the best out of the members. The team members also have to respect their team leaders and work as per their orders and advice. However in some organizations, every employee is accountable for his own performance. No special person is assigned to take charge of the employees. The individuals are answerable to none except for themselves. Every employee gets an equal treatment from the management and has to take ownership of his /her own work.
- II. Masculinity vs. Femininity:** this refers to the effect of differences in male and female values on the culture of the organization. Organizations where male employees dominate their female counterparts will follow different policies as compared to organizations where females have a major say in the decision making process of the organization. Male employees would be more aggressive as compared to the females who would be more caring and soft-hearted. The responsibilities also vary as per the sex of the employees.
- III. Individualism Vs Collectivism:** It could be described as the degree to which an organization integrates a group mentality and promotes a strong sense of community (as opposed to independence) within the organization. There are some organizations which strongly rely on team work. Here individuals with a common interest come together and work as a team. These organizations believe that the output is always more when individuals exchange their ideas, discuss things among themselves to come out with innovative ideas. In such a scenario the employees share a healthy relationship and take each other's help when required.

- IV. Uncertainty Avoidance Index:** uncertainty avoidance describes an organization's comfort level with risk-taking. As risk and return are largely correlative in the business environment, it is particularly important for organizations to instill a consistent level of comfort with taking risks. Uncertainty avoidance index refers to a culture where employees know how to respond to unusual and unforeseen circumstances. It deals with the tolerance level of the employees in both comfortable and uncomfortable situations.
- V. Long Term Orientation:** this is the degree to which an organization or culture plans pragmatically for the future or attempts to create short-term gains. There are some organizations which focus on long term relationship with the employees. In such organizations people have a steady approach and strive hard to live up to the expectations of the management. Employees get attached to the organization and do not look at short term objectives. On the contrary, some organizations have employees who are more concerned with their position and image. They follow a culture where people move on in a short span of time and nothing is done to retain them. The employees are concerned only with their profits and targets and leave as and when they get a better opportunity.
- VI. Tolerance vs. Restraint:** this pertains to the amount (and ease) of spending and fulfillment of needs. For example, a restrained culture may have strict rules and regulations for tapping company resources.

2.1.3.4 Daniel Denison's Model

Denison (1990) asserts that organizational culture can be described by four general dimensions – Mission, Adaptability, Involvement, and Consistency. Each of these dimensions is further described by the following three sub-dimensions:

Mission: Do we know where we are going?

- Strategic Direction and Intent, Goals and Objectives and Vision.

Adaptability: Are we responding to the marketplace/external environment?

- Creating Change, Customer Focus and Organizational Learning.

Involvement: Are our people aligned and engaged?

- Empowerment, Team Orientation and Capability Development.

Consistency: Do we have the values, systems and processes in place to create leverage?

- Core Values, Agreement, Coordination/Integration.

2.1.3.5 Charles Handy Model

Organizational structure is the base for this model to classify organizational culture in to four: Power Culture, Role Culture, Task Culture and Person Culture.

- A Power Culture in which power concentrates among a few and control radiate from the center like a web. Power Cultures have few rules and little bureaucracy.
- A Role Culture characterized by people has clearly delegated authorities within a highly defined structure. Typically, these organizations form hierarchical bureaucracies thus, power derives from a person's position and little scope exists for expert power.
- A Task Culture in which teams are formed to solve particular problems. Power derives from expertise as long as a team requires expertise. These cultures often feature the multiple reporting lines of a matrix structure.
- A Person Culture exists where all individuals believe themselves superior to the organization. Survival can become difficult for such organizations, since the concept of an organization suggests that a group of like-minded individuals pursue the organizational goals.

2.1.3.6 Cameron & Quinn Model

According to Cameron and Quinn (1999) organizational culture is defined the stable set of the fundamental ideals, suppositions, interpretations and how members of an organization approaches matters. Culture in any entity can be looked at from two dimensions. One focus is on interior conservation (levelling and incorporation) versus exterior relationships (competition and distinction) and an emphasis on organic processes (flexibility and dynamism) versus machine-like processes (firmness and control) (Cameron and Quinn 2006). According to this model there are four types of culture:

2.1.3.6.1 Clan Culture/Family

The Clan culture can be defined as a family-type organization so that this kind of organizations promotes teamwork and participation in group processes. This form of organization promotes a human work environment, with the managerial goal of empowering employees by gaining their participation, commitment, and loyalty (Cameron & Quinn, 1999). This type is based on cohesion and morale with emphasis on human resource and training. People are seen not as isolated individuals, but as collaborating members of a family. There is an informal approach to work, a weak hierarchical structure, and an emphasis on team management in clan culture.

The organization focuses on internal problems and concerns of individuals. In fact, it is a friendly oriented place of work where people share a part of themselves. A leader is perceived as paterfamilias with almost unlimited rights and charges. The organization is held together because of traditions and devotion to the family values (Pushnykh & Chemeris, 2006). Cameron & Freeman (1991) revealed that clans were the most numerous type of culture among the congruent cultures in their sample. Their analysis showed that, the effectiveness of institutions is closely associated with the internal congruence and the type of existing culture.

2.1.3.6.2 Adhocracy culture/Entrepreneur

This is the culture that exists when an organization is a development conscious and it is characterized by invention and risk taking (Quinn and Spreitzer, 1991). It denotes a culture within an organization that invents, is flexible to new ideas, is entrepreneurial and is creative as a result of being an exterior oriented and dynamic structure (Acar 2014). According to Aktas, Cicek & Kiyak (2011), adhocracy provides far more opportunities for individual development in each individuals own way so long as it is in line with the organizational objectives. They further state that the focus of the organization is to achieve as many opportunities to innovate from the outside environment. Internet use in doing business is an example of this culture.

Adhocracy is an organizational culture which gives a lot more opportunity for individuals to develop in their own way, as long as they are consistent with the organization goals. Within an adhocracy, power flows from individual to individual or from task team to task team depending on what problem is being addressed at the time. Therefore, individuals in an adhocracy are often unique risk takers who anticipate and understand change (Cameron & Quinn, 1999). This type carries out innovation and creativity. Individuals are not kept under control but inspired.

The adhocracy culture in organization is concentrated on flexible interaction with the external environment. It is characterized as a dynamic, creative workplace where entrepreneurship and individual results are especially encouraged. Employees incline to take initiative and risk, and independence and freedom are highly respected. Leaders are also innovators and experimenters, and are respected for their creativity. The main task of both an organization as a whole and each employee individually is to be on a cutting edge of a problem and leader in their area of expertise. Commitment to innovation holds an organization together. Organization feels a need for complex challenging tasks. The criterion of success is in the possession of unique technologies, products and services. It is supposed that readiness for changes and innovations are able to open new resources and to increase profit (Pushnykh & Chemeris, 2006).

2.1.3.6.3 Market Culture/Competitive

This culture emphasizes stability and control and it has an external focus/orientation. It takes a rational nature and whose emphasis is efficiency and accomplishment (Quinn and Spreitzer, 1991). The main emphasis of this culture is to a large extent goal attainment. Competition is quite common among individuals and therefore causes less flexibility in personal relationships. Employees seek success. Criteria for success are based upon target achievement.

Market culture is type of culture which stresses on the effectiveness on goal achieving. This organization is primarily concerned with external environment, as it focuses on transactions with such externalities as suppliers, customers, contractors, licensees, unions, regulators, etc. The market operates primarily through monetary exchange, as competitiveness and productivity in these organizations. They are dependent on strong external positioning and control (Cameron & Quinn, 1999). In this type all the activities are based on profit and emphasis on rational action. It assumes that planning and goal setting results into productivity and efficiency.

The market culture in an organization is a result-oriented entity that is concentrated on interaction with the external environment, stability and controllability. The main task of both an organization as a whole and each employee individually is the achievement of planned goals by a fixed time. And these goals, as well as the striving for their achievement, hold an organization together. As a rule, these goals are defined in quantitative economic terms. For instance, to increase a profit by 15% by the end of the year, or to expand a market niche twice. In this culture, the organization emphasizes competition both outside and inside. Leaders are tough and

demanding competitors. Success is defined in terms of market winning (Pushnykh & Chemeris, 2006).

2.1.3.6.4 Hierarchy Culture/System

Hierarchy also known as control culture exists in the middle of the internal organization focus and steadiness/control dimensions (Acar & Acar, 2014). This culture exhibits norms as well as values that are associated with bureaucracy (Quinn and Spreitzer, 1991). It has an internal focus and its emphasis is on control with structured and formalized work places with set guidelines and rules for what people need to do (Cameron & Quinn 2006). Hartnel et al. (2011) quips that in these cultures, rulebooks and procedures are said to keep the organization together and stability as well as predictability are seen as fostering efficiency.

This culture can be simply identified through the domination of rule, system and procedure. Hierarchy culture emphasizes an environment that is relatively stable, where tasks and functions can be integrated and coordinated, uniformity in products and services can be maintained, and workers and jobs are under control (Cameron & Quinn, 1999). Hierarchy type act as functionally best when the duty to be done is well perceived and when duration is not a vital element.

The hierarchy culture in an organization is concentrated on internal problems, stability, predictability, controllability, and efficiency. All kinds of work are formalized and structured. Everything is governed by procedures, guidelines, instructions that are mainly in writing. Orderliness is especially encouraged. Any changes in organization are absolutely impossible without official changes of corresponding procedures, guidelines and instructions (Pushnykh & Chemeris, 2006). The dominant leadership style in hierarchy cultures is that of the coordinator or organizer, rules and policies are the primary bonding mechanisms, and the strategic emphasis is on permanence and stability (Smart & John, 1996). The Hierarchical culture is self-centered, autonomous culture so the outside-oriented, competitive and innovative goals are poorly understood by those organizations sharing this type of culture. The developments have to be attended with a number of special programmes, procedures, guidelines and instructions to lead the members of the organization. Hierarchy culture organizations need a well-marked strong leadership. However, this kind of leadership causes to decrease the flexibility of an organization and make it critically dependent on the personality of a leader.

2.1.4 The Functions of Organizational Culture

According to Wagne and hollebeck (1998), an organization's culture is thus an informal, shared way of perceiving life and members in the organization that binds members together and influence what they think about themselves and their work. Overall, culture benefits organizations by increasing organizational commitment and the consistency of employee behavior. It also aids employees by reducing ambiguity. In the process of helping to create a mutual understanding of the organization life, organizational culture fulfills five basic functions.

1. It gives members an organizational identity as culture conveys a sense of identity for its members.
2. It facilitates collective commitment. The common purpose that grows out a shared culture tends to elicit strong commitment from all those who accept the culture as their own.
3. It promotes organizational stability. By nurturing a shared sense of their identity and commitment, culture encourages lasting integration and cooperation among the members of an organization.
4. It also foster social stability as culture is the social glue that helps to hold the organization together by providing appropriate standards for socially acceptable employee behavior.
5. It shapes behavior by helping members make sense of their surroundings. An organization's culture serves as a sources of shared meanings to explain why things occur the way they do. Culture serves as a control mechanism that guides and shapes the attitudes and behavior of employees.

By performing these five functions, the culture of an organization serves as a sort of social glue that helps reinforce persistent, coordinated behaviors at work. Other author said the main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture, because organizational members need to benefit from the lessons of previous members.

Brown (1998) states the following functions of organizational culture:

- Conflict reduction: A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action.

- Coordination and control: Largely because culture promotes consistency of outlook it also facilitates organizational processes of coordination and control.
- Reduction of uncertainty: Adopting of the cultural mind frame is an anxiety reducing device which simplifies the world of work, makes choices easier and rational action seem possible.
- Motivation: An appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values that encourage employees to perform.
- Competitive advantage: Strong culture improves the organization's chances of being successful in the marketplace.

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

2.1.5 Employee Engagement

2.1.5.1 Defined Engagement

Employee engagement has become widely used popular terms (Robinson et.al. 2004). One of the challenges defining the term engagement is lack of universal definition. Different writers defined in different way in this case it has numerous characteristics. According to MacLeod & Clarke, 2009 it has more than 50 characteristics. This is the main problem of defining employee engagement. Therefore, it has been defined from different perspectives and in many different ways though this made it more difficult to understand the actual meaning of employee engagement.

The multi-factorial concept of employee engagement originally derives from William Kahn (1990). According to Kahn (1990) employee engagement is the level of commitment and involvement of the employees towards their organization and its values.

Employee engagement is defined by Robinson, Perryman and Hayday (2004) as a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the business context, and works with colleagues to improve the performance within the job for the benefit of the organization.

Shuck and Wollard (2009) defined employee engagement as a new employment context that describes a positive relationship – both emotional and cognitive – by an employee towards the output of their organization. Employee engagement describes a situation in which an employee's actions, thoughts and attitudes are in line with that of their employer.

Armstrong (2006) defines engagement as a positive two way relationship between an employee and their organization. Both parties are aware of their own and the other's needs, and the way they support each other to fulfill those needs.

2.1.5.2 Importance of engagement

According to Greenberg (2004) employee engagement is critical to any organization that seeks not only to retain valued employees but also to increase its levels of performance. The more highly engaged your employees are, the more likely you are to have a strongly customer-focused organization. Employees are happier and more productive and this ultimately leads to a positive impact on business results. Employee engagement also acts as a catalyst towards the retention of staff.

2.1.5.3 Dimensions of Employee Engagement

2.1.5.3.1 Vigor

According to Schaufeli (2007) when a person has vigor, it means that they have elevated levels of energy and cognitive resilience during work and a desire and inclination to put a lot of effort in the work and persists even when there are apparent difficulties.

2.1.5.3.2 Dedication

When employees are engaged, they display elevated commitment levels to a point that they feel that the work they are doing is very important to them. Schaufeli (2007) refers to dedication as the state of being intensely involved in one's own work, where they experience a sense of passion, inspiration, pride, a sense of worth as well as feel challenged by their work.

2.1.5.3.3 Absorption

Absorption happens where an employee feels that the work has filled them and almost taken them over. Shaufeli (2007) states that it refers to being undividedly engrossed in one's own work while at the same time happy to be doing it so that one is not conscious of time passing by and find it difficult to detach her/himself from the work.

2.2 Empirical Review

Despite the fact that employee engagement is seen as a relatively new field, there are some studies that have been conducted to study the effect of organizational culture on employee engagement.

In line with the specific objective of the study, the upcoming paragraphs shows research finding of different scholars who investigate the effect organizational culture (Clan, Adhocracy, Market and Hierarchy) on employee Engagement as well as the effect of organizational culture in general on employee engagement.

A study conducted by Krog (2014) found a significant and positive relationship between clan culture and employee engagement. This implies that employees are engaged when the culture of the organization is family type, encourage participation and focus on team-work. In the same fashion, Caroline et al. (2018) study revealed that clan culture has a strong relationship with the organizational commitment and job satisfaction.

In respect of adhocracy culture, Krog (2014) found out that there was no significant negative relationship between adhocracy culture and engagement. Though organization tries to make the culture of the organization dynamic, entrepreneurial and innovation, these don't impact significantly the level of employee engagement. Contrary to Krog, Caroline et al. (2018) study revealed that the adhocracy culture had strong relationship with commitment and job satisfaction.

Krog (2014) study pointed out that there was no significant negative relationship between hierarchy culture and employee engagement. This means formalized and structured work place negatively related with engagement but the impact is insignificant. Unlike Krog, Caroline et al. (2018) found out that a strong relationship between organizational commitment and job satisfaction.

With regard to market culture, Krog (2014) found out that there was no significant negative relationship between market culture and employee engagement. This implies that though the culture of the organization is competitive and focuses on productivity its relation with employee engagement is negative but the impact is minimal. Caroline et al. (2018) found out that market culture was the one that showed weak correlation with the organizational commitment and job satisfaction.

On the other hand, Reis, Trullen & Story (2016) carried out a study on perceived organizational culture and engagement: the mediating role of authenticity concluded that those environments that are seen to be more comprehensive and participative, and that incentivize autonomy (i.e. clan and adhocracy cultures) neither nurture nor inhibit realism. Cultures seen as having control, are orderly and emphasize stability (i.e. hierarchy and market cultures) are negatively related to authenticity and therefore employees who behave more authentically at work are more engaged with their jobs.

In a study carried out by Parent & Lovelace (2015) on the impact of employee engagement and a positive organizational culture on an individual's ability to adapt to organizational change, they concluded that individual adaptability to change can be enhanced through a positive organizational culture. They further concluded that organizations with a positive organizational culture also foster both job and organizational engagement in their employees and that employees with high levels of job engagement are less adaptable to change.

According to the study Richard and Theresa (2017) on organizational culture and employee engagement, culture shows a significant and positive effect on employee engagement. When the members of an organization share in the values and assumptions around which their organization grow, they become highly committed to their jobs.

2.3 Conceptual Framework

Based on the above empirical evidence it is manifested that there is relationship between independent variable (clan, adhocracy, market and hierarchy culture) and dependent variable (employee engagement).

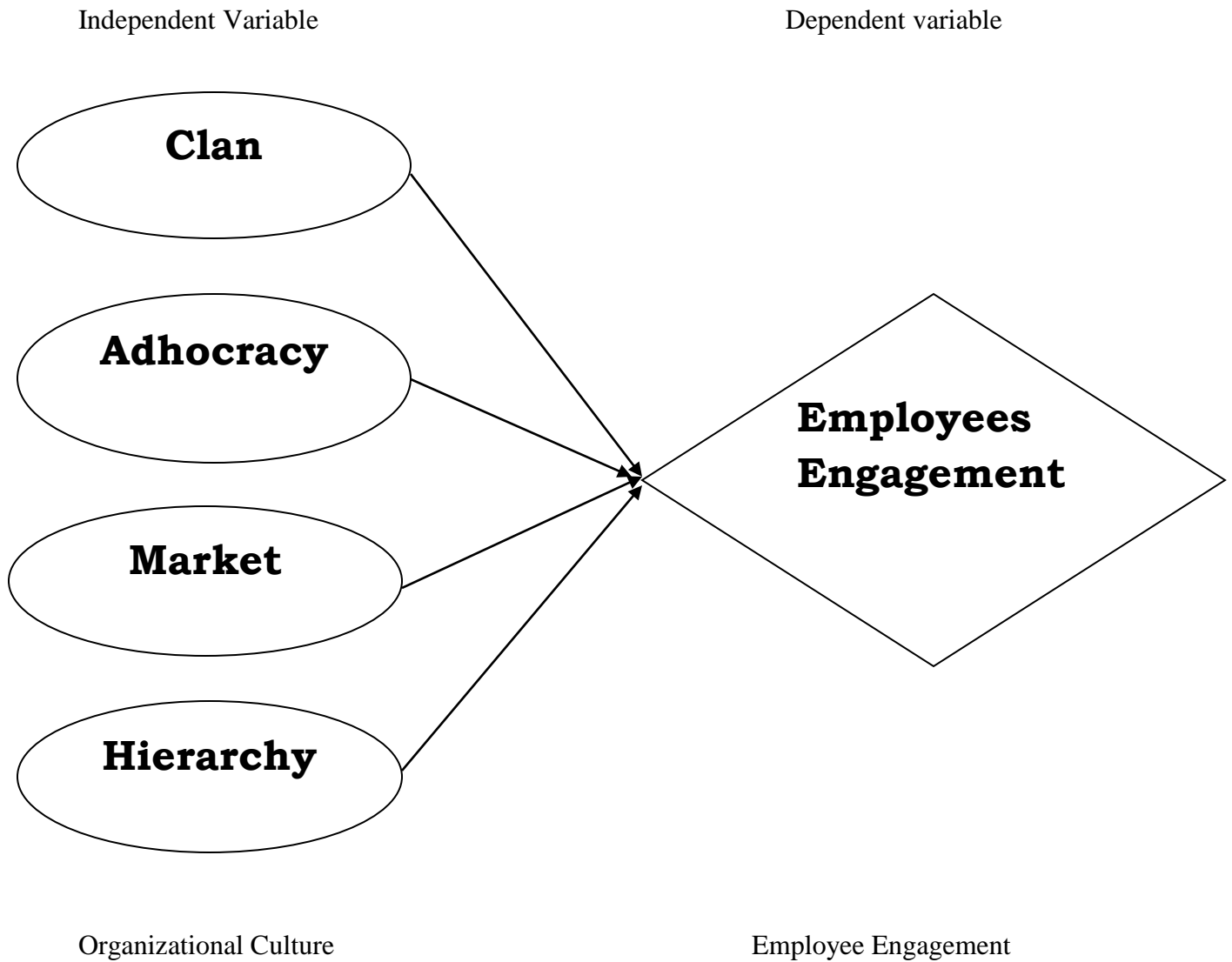


Figure 2. 1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This section of the study deals with the methodology being used in the study, which includes the research design and approach, target population, sample size, sampling technique, data source, data collection instrument, methods of data analysis and validity and reliability.

3.1 Research Design and Approach

Babbie and Mouton (2008) describe research design as a plan or blue print for conducting the research. According to Mouton (1996), the main function of a research design is to enable the researcher to anticipate what the appropriate research decisions are likely to be and to maximize the validity of the eventual results. The study used explanatory survey research design to assess data being collected. Besides, both qualitative and quantitative research approach was used.

3.2 Target population of the Study

The target population of the study was 1,140 employees who were working at head office and Amoudi branch. The main reason to concentrate on head office and Amoudi branch was to lighten the data collection process. Besides, the culture of the organization is believed to be same across the bank.

3.3 Sample design

Sampling is the process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002). The researcher selected sample size of 296 using Taro Yamane's formula for a finite population standard with 95% confidence level of interval (0.05 margin of error).

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

Where:

n= Total number of sample size needed

e= margin of error (Tolerable error)

N= Total number of population

n= 1140

$1+1140 (0.05)^2$

n= 296

The researcher used confidence interval of 95%, which is the level of certainty whether the response for each question is the true answer or not.

3.4 Sampling Technique

Sampling is the process of selecting a suitable sample for the purpose of determining parameters or characteristics of the whole population. To carry out a study, one might bear in mind what size the sample should be and whether the size is statistically justified and lastly, what method of sampling is to be used (Leedy, 1997).

Proportionate stratified simple random sampling technique was used to distribute the questionnaire. The table below shows proportionate stratified sampling which was used to distribute the representative sample size (296) to each work unit.

Table 3.1 Sample size distribution

Work units	Number of Staff	Percentage from the work unit	Sample size
Alternate channel department	55	5%	15
Application development & support department	33	3%	9
Central processing & customer account department	51	4%	12
Corporate banking department	64	6%	18
Credit analysis and appraisal department	25	2%	6
Credit recovery and portfolio department	49	4%	12
Interest free banking department	16	1%	3
Engineering service department	27	2%	6
Program management department	19	2%	6
Enterprise risk management & compliance	69	6%	18

department			
Facilities management department	116	10%	30
Finance & accounts department	81	7%	21
Human resource operations & partnership management department	26	2%	6
Internal audit department	53	5%	15
Trade & international banking service department	122	11%	33
IT infrastructure department	35	3%	9
Legal service department	32	3%	9
Strategy & innovation department	22	2%	6
Supplies chain management department	34	3%	9
System security department	12	1%	3
Talent development management department	12	1%	3
Talent management department	16	1%	3
Treasury management department	87	8%	24
Marketing& customer experience department	52	5%	15
Amoudi branch	32	3%	9
Total	1140	100	296

Source: HR report for the month of June 2019

3.5 Data sources

Data acquisition is very vital in every research since without data no meaningful research could be done. Therefore, it is necessary to determine the appropriate means for collecting data. The study used both primary and secondary data in order to meet the objectives of the research. The primary study was conducted by means of questionnaires. The secondary data used in the study were from the organization and outside which include books, academic journals, articles, websites, electronic libraries, thesis and company publications.

3.6 Data Collection Instrument

The questionnaires for the empirical investigation were developed in order to identify the possible effect of organizational culture types on employee engagement. Structured questionnaires were prepared, each of the questionnaires included a cover letter explaining the purpose, objectives and rationale of the study. The cover letters also provided potential respondents with instructions on how to respond to the questions. Items relating to a specific variable were grouped together.

3.7 Data Analysis

The researcher used both descriptive and inferential data analysis techniques to analyze the data being collected. The data was processed, analyzed and interpreted through SPSS (Statistical Package for Social Science) software V.20.

The analysis was presented in descriptive statics mode: percentages, mean and frequencies. Correlation was run to determine the relationship of dependent and independent variable. Furthermore, regression analysis was made to assess the effect of organizational culture on employee engagement.

3.8 Validity and Reliability

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

Reliability refers to the absence of random error, enabling subsequent researchers to arrive at the same insights if they conducted the study along the same steps again (Yin 2003). Cronbach's alpha was used to test the internal consistency of a construct. In this study, a Cronbach's alpha value was found to be 0.93. As Wang (2005), values that have been used in the literature as acceptable Cronbach's alpha range from 0.6 and above. Hence, when Cronbach Coefficient Alpha produced the value 0.60 to 1, it shows that the level of the instrument is good and suitable to be used. While Cronbach Alpha too low at the value below 0.60, it shows that the instrument is having low reliability and the instrument should be improved. Therefore, scale reliability value for this study is substantial considering the fact that the highest reliability and this is an indication that the items in the questionnaire are accepted for further analysis.

Table 3.2 Reliability Test Result

Variable	Cronbach's Alpha	No. of Items
Clan Culture	0.78	6
Adhocracy Culture	0.72	6
Market Culture	0.72	6
Hierarchy Culture	0.75	6
Vigor	0.75	2
Dedication	0.87	4
Absorption	0.87	3
Over all item	0.93	33

Source: Own study (2020)

3.9 Ethical Considerations

The researcher made the required efforts to get the respondents' consent prior to administering the questionnaire. The respondents were informed about the fact that the research was conducted only for academic purpose. They were assured that the information collected from them would be kept confidential. Following such awareness, every respondent promised the researcher to give proper information and did accordingly. In addition, all reference materials are acknowledged with proper citation.

CHAPTER FOUR

DATA ANALYSIS, DISCUSSION AND INTERPRETATION

Introduction

This chapter presents the data analysis and discussion of the research findings obtained from data collected from the survey questionnaire. Responses for the measures on the questionnaire are summarized and presented using tables to facilitate easy understanding.

4.1 Response rate of respondents

Table 4.1 Respondents' response rate

Questionnaires Distributed	Questionnaires Returned	Percentage
296	270	91

As shown in table 4.1 above, about response rate, 296 questionnaires were distributed and 270 were appropriately filled and returned, which represented (91%) of the response rate.

4.2 Demographic Profile of Respondents

The first part of the questionnaire consists of four items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification and work of experience at Dashen Bank. The following tables depicted each demographic characteristic of the respondents.

Table 4. 2 Respondents profile

No	Factors	Categories/ Characteristics	Frequency	%
1	Sex	Male	177	66
		Female	93	34
		Total	270	100
2	Age	18-30	78	29
		31-40	162	60
		41-50	27	10
		Above 50 years	3	1
		Total	270	100
3	Educational level	Diploma	0	0
		Bachelor Degree	159	59
		Masters Degree	111	41
		PhD	0	0
		Other	0	0
		Total	270	100
4	Work experience	Less than 1 year	3	1
		1-5 years	45	17
		6-10 years	141	52
		11-15 years	66	24
		Over 15 years	15	6
		Total	270	100

Source: Own study (2020)

As shown in Table 4.2 above, concerning gender distribution of respondents 177 (66%) were male whereas 93 (34%) were female. This implies that male respondents outweigh the female respondents.

According to the age of the respondents, as shown in the table 4.2 above, the sample population is largely dominated by the age group of 31-40 (60%). This was followed by the age group between 18-30 (29%). This indicates that the company is mainly dominated by productive

workforces. The remaining group respondents comprise 27 employees (10%) were between the age of 41-50 and 3 employees (1%) with the age of above 50 years.

In terms of level of education, respondents were asked to indicate their highest level of education. The finding clearly shows that majority 159 (59%) of the respondents in this study had attained Bachelor Degree while the remaining 111 (41%) got Masters Degree. This indicates that there is a higher level of expertise in terms of level of education.

When looking at the tenure of the respondents in the company, as shown in the table 4.2 above, 52% of the respondents worked in the organization for a period of 6-10 years followed by those who had worked for a period of between 11-15 years which represented 24%. Contrary, employees with less than 1 year took 1%. This implies that the higher number of the respondent who participated in this study worked for their organization for a long period so that this might help them to have good understanding towards the culture of the company which in turn might help to give right answer to the prepared questionnaire.

4.3 The extent of organizational culture at Dashen Bank SC

4.3.1 The dominant characteristics of organizational culture

Table 4.3 Analysis of Dominant Characteristics

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.	Count	3	39	126	87	15	3.27	.815
		%	1.1	14.4	46.7	32.2	5.6		
2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.	Count	3	63	120	81	3	3.07	.787
		%	1.1	23.3	44.4	30	1.1		
3	The organization is very result oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.	Count	6	36	75	135	18	3.45	.885
		%	2.2	13.3	27.8	50	6.7		
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.	Count	3	12	48	174	33	3.82	.740
		%	1.1	4.4	17.8	64.4	12.2		
Average (aggregate) mean							3.40		

Source: Own study (2020)

As shown table 4.3 above, respondents were required to indicate their level of agreement with various aspects in connection with dominant characteristics at Dashen Bank. A five point Likert-Type scale ranging from 1 “Strongly Disagree” to 5 “Strongly Agree” was used to measure their level of agreement. Means of between 3.07 - 3.82, standard deviations of between 0.740 - 0.885 and average mean 3.40 were registered. Findings from the study reveal that the bank is a very controlled and structured place, formal procedures generally govern what people do (3.82) thus dominant characteristic in Dashen Bank is hierarchy culture. Further, the research finding shows that the organization is very result oriented; this is common feature of market culture means of

(3.45). Contrary, adhocracy culture was rated poorly; this implies that everything executed in the bank is based on rules and procedure, and risk taking and innovation is not encouraged.

4.3.2 Organizational Leadership of organizational culture

Table 4.4 Analysis of Organizational Leadership

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing.	Count	3	42	102	117	6	3.30	.797
		%	1.1	15.6	37.8	43.3	2.2		
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating or risk taking.	Count	3	72	120	69	6	3.01	.811
		%	1.1	26.7	44.4	25.6	2.2		
3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, result-oriented focus.	Count	3	39	120	105	3	3.24	.751
		%	1.1	14.4	44.4	38.9	1.1		
4	The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.	Count	3	24	96	141	6	3.45	.734
		%	1.1	8.9	35.6	52.2	2.2		
Average (aggregate) mean							3.25		

Source: Own study (2020)

Respondents were required to indicate their level of agreement with various aspects on organizational leadership at Dashen Bank. Means of between 3.01 - 3.45, standard deviations of between 0.734 - 0.811 and average mean of 3.25 were recorded. The study finding shows that the leadership is exemplify coordinating and smooth-running (3.45). In addition, leadership in the organization is generally considered to exemplify mentoring and nurturing (3.30) as shown in Table 4.4 above. Therefore, the findings imply that the organization leadership at Dashen Bank

is hierarchy and clan. Contrary, adhocracy culture which represent innovative and risk taking is rated poorly.

4.3.3 Management of Employees of organizational culture

Table 4.5 Analysis of Management of Employees

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The management style in the organization is characterized by teamwork, consensus and participation.	Count	-	51	60	135	24	3.49	.899
		%	-	18.9	22.2	50	8.9		
2	The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.	Count	3	78	105	72	12	3.04	.882
		%	1.1	28.9	38.9	26.7	4.4		
3	The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement.	Count	3	48	81	126	12	3.35	.862
		%	1.1	17.8	30	46.7	4.4		
4	The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.	Count	9	51	69	132	9	3.30	.926
		%	3.3	18.9	25.6	48.9	3.3		
Average (aggregate) mean							3.29		

Source: Own study (2020)

As indicated in table 4.5 above, respondents were expected to specify their level of agreement with various aspects on management of employees at Dashen Bank. Means of between 3.04 - 3.49, standard deviations of between 0.862 - 0.926 and average mean 3.29 were registered. The study reveals that the management style in the organization is characterized by teamwork, consensus and participation (3.49). Further, management style is characterized by hard-driving competitiveness and achievement (3.35). Therefore, it is clear from the research findings that management of employees at Dashen Bank is characterized by clan and hierarchy culture. On the

contrary, adhocracy culture which allow risk taking and innovation exist in lesser degree compared with others.

4.3.4 Organizational Glue

Table 4.6 Analysis of Organizational Glue

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.	Count	6	24	72	141	27	3.59	.869
		%	2.2	8.9	26.7	52.2	10		
2	The glue that holds the organization together is commitment to innovation and development.	Count	3	54	66	129	18	3.39	.917
		%	1.1	20	24.4	47.8	6.7		
3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.	Count	3	42	84	132	9	3.38	.826
		%	1.1	15.6	31.1	48.9	3.3		
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.	Count	-	18	51	174	27	3.78	.713
		%	-	6.7	18.9	64.4	10		
Average (aggregate) mean							3.53		

Source: Own study (2020)

As shown in table 4.6 above, respondents were required to indicate their level of agreement with various aspects on organization glue. Means of between 3.38 - 3.78, standard deviations of between 0.713 - 0.917 and average mean of 3.53 were recorded. It is clear from the study findings that the glue that holds the organization together is formal rules and policies (3.78). In addition, the glue that holds the organization is loyalty and mutual trust (3.59). The implication is that the hierarchical culture stands out in terms of organization glue because of formal rules and policies that maintain a smooth running in the organization.

4.3.5 Strategic Emphasis of organizational culture

Table 4.7 Analysis of Strategic Emphasis

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The organization emphasizes human development. High trust, openness and participation persist.	Count	6	54	99	105	6	3.19	.856
		%	2.2	20	36.7	38.9	2.2		
2	There is emphasis on being on the cutting edge. The organization emphasizes acquiring new resources and creating new challenges. trying new things and prospecting for opportunities are valued.	Count	3	33	75	147	12	3.49	.808
		%	1.1	12.2	27.8	54.4	4.4		
3	The organization emphasizes competitive actions and achievement. Hitting stretch target and winning in the marketplace are dominant.	Count	6	36	57	156	15	3.51	.873
		%	2.2	13.3	21.1	57.8	5.6		
4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	Count	3	18	48	183	18	3.72	.732
		%	1.1	6.7	17.8	67.8	6.7		
Average (aggregate) mean							3.48		

Source: Own study (2020)

Respondents were required to indicate their level of agreement with various aspects on strategic emphasis at Dashen Bank. Means of between 3.19 - 3.72, standard deviations of between 0.732 - 0.873 and average mean of 3.48 were registered. From the findings of the study, the organization stresses on permanence and stability followed by competitive actions and achievement in Table 4.7. The findings therefore imply that strategic emphasis at Dashen Bank is influenced by a strong hierarchy culture and market culture.

4.3.6 Criteria of Success of organizational culture

Table 4.8 Analysis of criteria of Success

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.	Count	3	54	84	120	9	3.29	.861
		%	1.1	20	31.1	44.4	3.3		
2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	Count	6	48	84	105	27	3.37	.961
		%	2.2	17.8	31.1	38.9	10		
3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.	Count	9	12	81	147	21	3.59	.830
		%	3.3	4.4	30	54.4	7.8		
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.	Count	9	12	84	156	9	3.53	.778
		%	3.3	4.4	31.1	57.8	3.3		
Average (aggregate) mean							3.44		

Source: Own study (2020)

As indicated in table 4.8 above, respondents were required to indicate their level of agreement with various aspects on criteria of success at Dashen Bank. Means of between 3.29 – 3.59, standard deviations of between 0.778 - 0.961 and average mean of 3.44 were recorded. The study reveals that Dashen Bank explains success based on winning in the market place and outpacing the competition. Hence, it is clear that market culture strongly influences the criteria for success at Dashen Bank. This notwithstanding, hierarchy culture and adhocracy culture also have influence on the criteria of success at Dashen Bank.

Organizational culture type

As indicated above six organizational culture dimensions (dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis, and criteria of success) are described. Each dimension contains four types of culture: clan, adhocracy, market and hierarchy. Here, the researcher brought each culture type together by taking out from each dimension so as to analyze the existing characteristics of Dashen Bank culture.

Table 4.9 Analysis of Culture Type

Type of culture	Mean	Std. Deviation
Clan	3.35	.584
Adhocracy	3.22	.558
Market	3.42	.516
Hierarchy	3.60	.517

Source: Own study (2020)

As depicted from the above table 4.9, hierarchy culture is the most dominant culture (3.60) at Dashen Bank followed by market culture (3.42). This implies that the existing characteristics of Dashen Bank culture emphasis on set rules and procedure for what people do followed by market culture which gives emphasis on competition and result oriented. Contrary, adhocracy culture is rated low compared with other culture types. This indicates that invention, new ideas and risk taking are not considered by the bank.

4.4 The level of employee engagement at Dashen Bank SC

4.4.1 Vigor of employee engagement

Table 4.10 Analysis of Vigor

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	At my work, I feel bursting with energy	Count	3	33	66	141	27	3.58	.870
		%	1.1	12.2	24.4	52.2	10		
2	When I get up in the morning, I feel like going to work.	Count	3	36	42	150	39	3.69	.916
		%	1.1	13.3	15.6	55.6	14.4		
3	At my job, I feel strong and vigorous.	Count	3	21	30	171	45	3.87	.820
		%	1.1	7.8	11.1	63.3	16.7		
Average (aggregate) mean							3.71		

Source: Own study (2020)

As shown in table 4.10, respondents were asked to indicate their level of agreement with various aspects on vigor at their work place. Items were measured on a five point Likert-Type scale ranging from 1 “Strongly Disagree” to 5 “Strongly Agree”. Means of between 3.58 - 3.87, standard deviations of between 0.820 - 0.916 and average mean of 3.71 were recorded. It is clear from the study that majority of the respondents were in agreement that at their job they feel strong and vigorous (3.87). However, bursting with energy at work place was rated moderately. This implies that employees of Dashen bank feel energized to perform their activities.

4.4.2 Dedication of employee engagement

Table 4.11 Analysis of Dedication

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	I am enthusiastic about my job	Count	3	24	54	153	36	3.72	.845
		%	1.1	8.9	20	56.7	13.3		
2	My job inspires me	Count	12	42	42	138	36	3.53	1.047
		%	4.4	15.6	15.6	51.1	13.3		
3	I am proud of the work that I do	Count	3	36	54	120	57	3.71	.982
		%	1.1	13.3	20	44.4	21.2		
Average (aggregate) mean							3.65		

Source: Own study (2020)

Respondents were requested to indicate their level of agreement with various aspects on dedication to their job. Means of between 3.53 - 3.72, standard deviations of between 0.845 - 1.047 and average mean of 3.65 were registered. The study revealed that majority of the respondents are enthusiastic about their job (3.72) and they are proud of the work they do (3.71). This indicates that employees of Dashen Bank are interested to perform their activities.

4.4.3 Absorption of employee engagement

Table 4.12 Analysis of Absorption

No	Items		Rating Scales					Mean	St. dev.
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree		
1	I feel happy when I am working intensely.	Count	6	18	36	174	36	3.80	.834
		%	2.2	6.7	13.3	64.4	13.3		
2	I get carried away when I am working.	Count	9	24	63	144	30	3.60	.918
		%	3.3	8.9	23.3	53.3	11.1		
3	I am immersed in my work	Count	6	18	66	144	36	3.69	.866
		%	2.2	6.7	24.4	53.3	13.3		
Average (aggregate) mean							3.70		

Source: Own study (2020)

Respondents were further required to indicate their level of agreement with various aspects on absorption to their job. Means of between 3.60 - 3.80, standard deviations of between 0.834 - 0.918 and average mean of 3.70 were recorded. The study reveals that majority of the respondents were in agreement that they felt very happy when they worked intensely (3.80) and that they were immersed at their work (3.69) as shown in Table 4.12. This implies that employees are happy when they work powerfully.

As indicated from the above three engagement dimensions, the level of the employee engagement is accounted average means between 3.65 – 3.71. This implies that employees exhibited good engagement level towards their job as the mean score registered above average.

4.5 The Relationship between Organizational Culture and Employee Engagement

Pearson correlation coefficient reveals magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (–1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk, Dematteo & Festinger 2005).

As per Marczyk, Dematteo and Festinger, (2005) correlations of .01 to .30 are considered small, correlations of .31 to .70 are considered moderate, correlations of .71 to .90 are considered large, correlation coefficients shows that the four factors measuring organizational culture were all positively related with employees engagement with the range of 0.319 to 0.438, all were significant at $p < 0.01$ level. All the independent variables i.e. clan, adhocracy, market and hierarchy culture show a moderate level of positive relation with the dependent variable (employee engagement).

Table 4.13 Correlation Analysis Matrix

Variables		Clan	Adhocracy	Market	Hierarchy	Engagement
Clan	Pearson Correlation	1	.805**	.627**	.805**	.438**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	270	270	270	270	270
Adhocracy	Pearson Correlation	.805**	1	.612**	.693**	.385**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	270	270	270	270	270
Market	Pearson Correlation	.627**	.612**	1	.714**	.319**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	270	270	270	270	270
Hierarchy	Pearson Correlation	.805**	.693**	.714**	1	.352**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	270	270	270	270	270
Engagement	Pearson Correlation	.438**	.385**	.319**	.352**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	270	270	270	270	270

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Own study (2020)

4.6 The effect of organizational culture on employee engagement

4.6.1 Regression Analysis Assumption

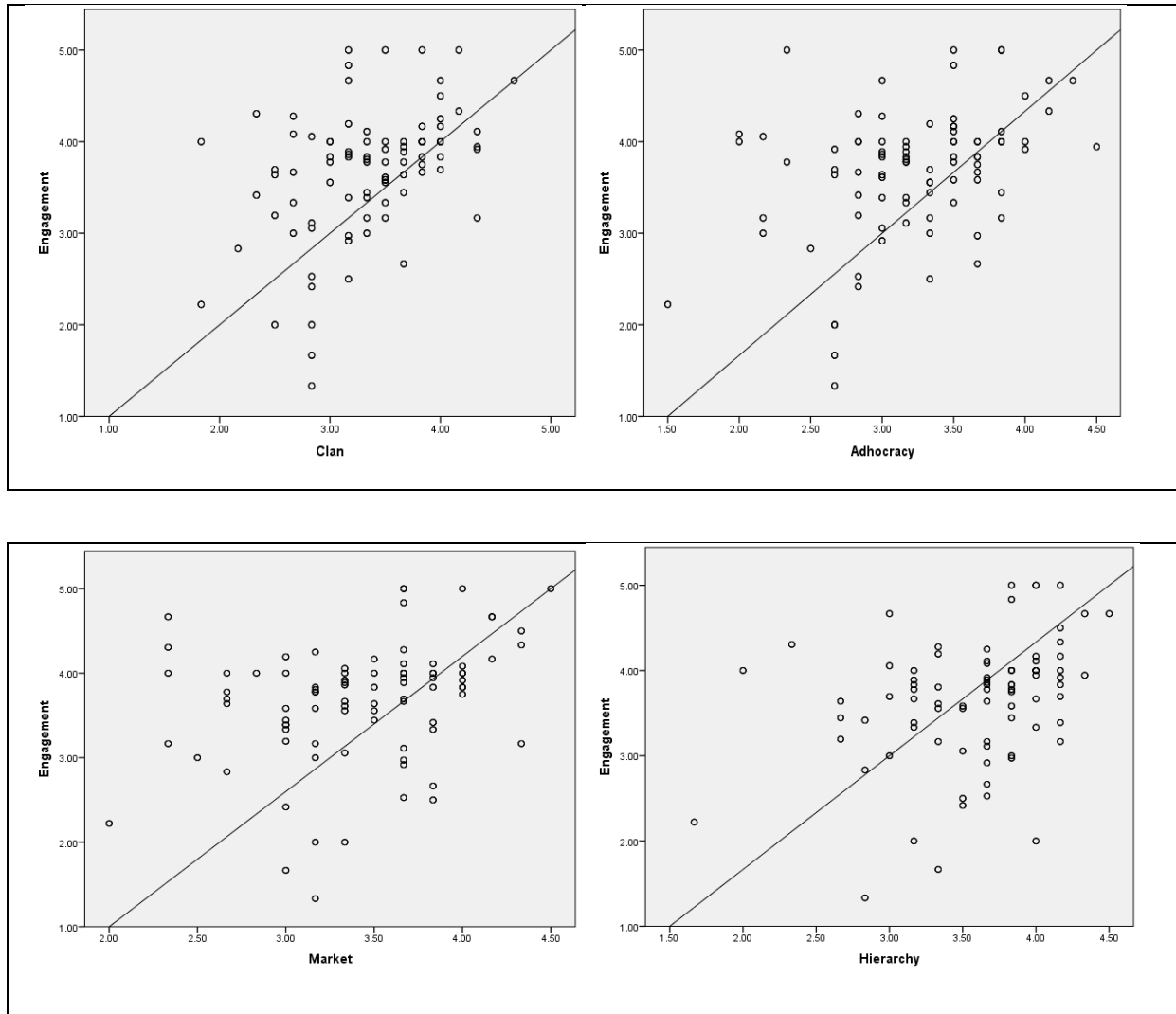
Regression analysis requires testing for basic assumptions including linearity, multicollinearity, independence of residuals, homoscedasticity, normality of residuals, and outliers. Normal Probability Plot (P-P) of the regression standardized residual and a scatter plot of the standardized residuals examined to test regression assumption. There were no violations of assumptions in this study. A detailed discussion of assumption testing follows prior to a description of the regression results.

Linearity

In the first assumption checks the relationship between the variables. Variables should be linear and it is a problem if the dispersion of points indicates otherwise (Burns & Burns 2008). The study checks for relationship between the organizational culture against employee

engagement. The patterns in figure 4.1 show that the relationship between these variables is linear. Scatterplots show that this assumption had been met.

Figure 4. 1 Scatter plots for culture dimensions



Source: Own study (2020)

Multicollinearity

The second assumption checks if there are high correlations between the four culture dimensions. The most common approach to evaluating multicollinearity is by examining the correlation coefficients and the variance inflation factor (VIF). Fritz and Morris (2012) stated that a small correlation is less than 10 and tolerance scores to be above 0.2. Analysis of collinearity statistics

show this assumption has been met, as all VIF scores were below 10, and tolerance scores above 0.2.

Table 4. 14 Collinearity statistics

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1.772	.290		6.105	.000		
Clan	.455	.137	.377	3.315	.001	.234	4.273
Adhocracy	.094	.120	.075	.782	.435	.333	3.007
Market	.110	.110	.081	1.000	.318	.464	2.156
Hierarchy	-.083	.142	-.061	-.586	.559	.279	3.579

a. Dependent Variable: Engagement

Source: Own study (2020)

Residual independence

To test this assumption Durbin-Watson statistic was used residuals are independent (or uncorrelated). The Durbin-Watson statistic will always have a value between 0 and 4. A value of 2 means that there is no autocorrelation detected in the sample. Values from 0 to less than 2 indicate positive autocorrelation and values from 2 to 4 indicate negative autocorrelation. To meet this assumption, Durbin-Watson statistic value to be close to 2. As shown in table 4.15 residual independence assumption had been met, as the value was less than 2 (Durbin-Watson = 1.921).

Table 4.15 Residual independence Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.445 ^a	.198	.186	.63605	1.921

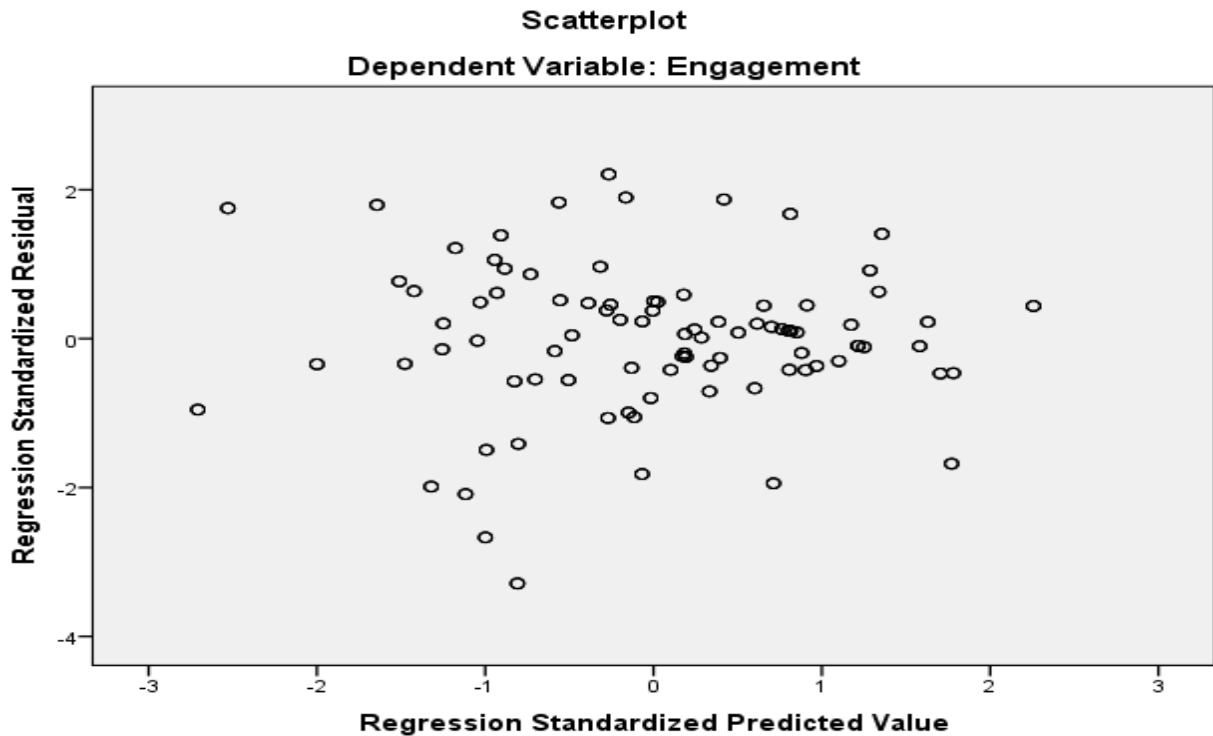
a. Predictors: (Constant), Hierarchy, Adhocracy, Market, Clan
b. Dependent Variable: Engagement

Source: Own study (2020)

Homoscedasticity

This tests the assumption of homoscedasticity, which is the assumption that the variation in the residuals (or amount of error in the model) is similar at each point of the model. This graph plots the standardized values the model predict, against the standardized residuals obtained. There should be homoscedasticity before that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance (Burns & Burns 2008). As the predicted dependent value increase (along the X-axis) the variation in the residuals should be roughly similar. If everything is ok, this should look like a random array of dots. If the graph looks like a funnel shape, then it is likely that this assumption has been violated. As shown in figure 4.2 the standardized residuals vs standardized predicted values showed no obvious signs of funneling, suggesting the assumption of homoscedasticity had been met.

Figure 4. 2 Homoscedasticity Scatterplot

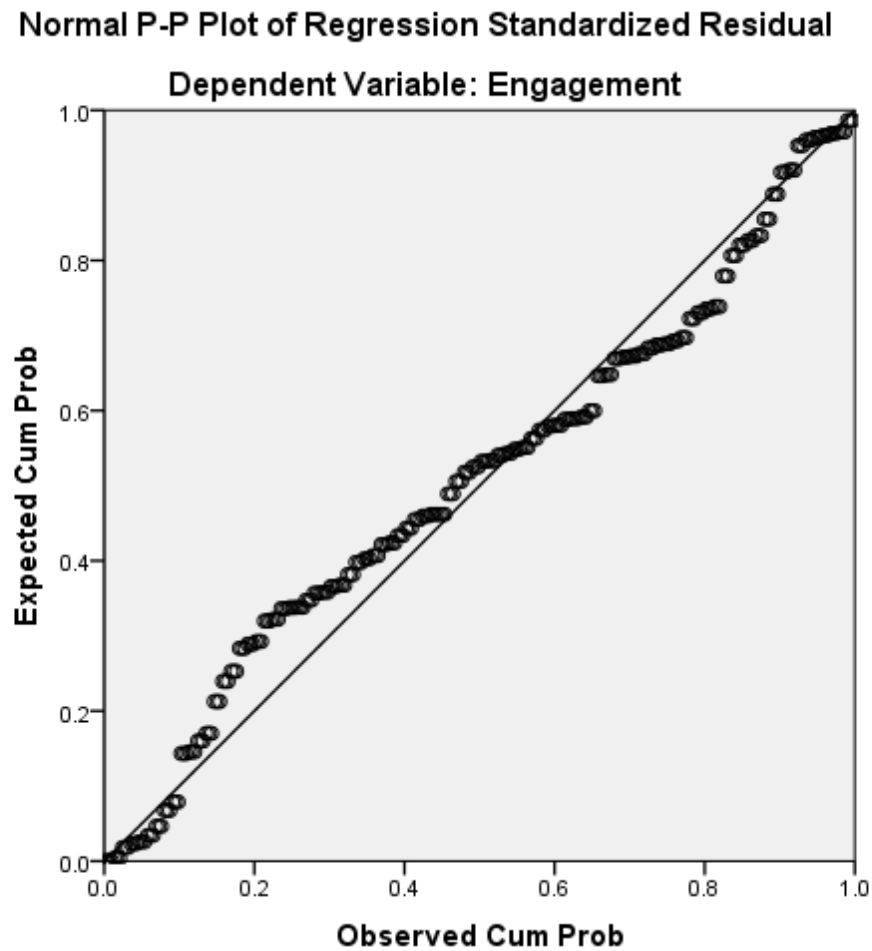


Source: Own study (2020)

Normality of residuals

This assumption tested by looking at the P-P plot for the model. The closer the dots lie to the diagonal line, the closer to normal the residuals are distributed. Fig. 4.3 shows that the standardized residuals tended to follow a straight line diagonally from the bottom left to the upper right. The fact that the residuals follow a somewhat straight-line provides evidence that the assumption of normality has not be grossly violated. The P-P plot for the model supports the assumption of normally distributed residuals.

Figure 4. 3 P-P plot model



Source: Own study (2020)

Outlier

Outlier tested for no influential cases biasing the model. It is tested using Cook's Distance statistic values for each participant. Values over 1 are likely to be significant outliers, which may place undue influence on the model, and should therefore be removed. In this case, all Cook's Distance values were all under 1, suggesting individual cases were not unduly influencing the model. In general, there are no indications of assumptions violations.

4.6.2 The Effect of (IV) on (DV)

In order to see contribution of each organizational culture traits on employee engagement, standard multiple regression analysis was performed and the results are presented here below.

A. Predicators: (Constant), Clan Culture, Adhocracy Culture, Market Culture and Hierarchy Culture.

B. Dependent Variable: Employee Engagement

The following model was used with four predictor variables that is X1, X2, X3 and X4.

$$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + e$$

Where: a = the constant (point at which line crosses Y axis)

β_1 = slope (regression coefficient) for variable X1

β_2 = slope for variable X2

β_3 = slope for variable X3

β_4 = slope for variable X4

e = error (or residual) value

Where Y is the employee Engagement, a is the regression constant, β_1 to β_4 are regression coefficient, X1 is the clan culture, X2 is the adhocracy culture, X3 is market culture and X4 is the hierarchy culture, e is the error term.

In this study standard multiple regression =.05 (two-tailed), were conducted in order to examine the effect of organizational culture on employee engagement. The results of this analysis indicate

how well organization culture: clan, adhocracy, market and hierarchy are able to predict employee engagement. Furthermore, it shows how much unique variance in the dependent variable is explained by each of independent variables. The independent variables in the study were clan culture, adhocracy culture, market culture and hierarchy culture. The dependent variable was employee engagement.

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.445 ^a	.198	.186	.63605

Source: Own study (2020)

A preliminary analysis of multicollinearity, outliers, normality, linearity, homoscedasticity and independence of residuals showed no serious violations of the regression assumptions. The regression analysis showed that the model was able to significantly predict employee engagement. As shown in table 4.16 the result of regression analysis multiple coefficient of determination or R square ($R^2=0.198$) indicates that 19.8% of variance in the measurement (employee engagement) function can be explained by organizational culture while the remaining 80.2% are explained by other variables out of this model.

Table 4.17 ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	26.520	4	6.630	16.388	.000 ^b
Residual	107.208	265	.405		
Total	133.728	269			

a. Dependent Variable: Engagement

Source: Own study (2020)

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

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

Table 4.18 Regression Analysis Summary for Predictor Variables

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.772	.290		6.105	.000
1 Clan	.455	.137	.377	3.315	.001
Adhocracy	.094	.120	.075	.782	.435
Market	.110	.110	.081	1.000	.318
Hierarchy	-.083	.142	-.061	-.586	.559

Source: Own study (2020)

Individual parameter significant test shows how strong an independent variable individually affecting dependent variable. Moreover, these study aims to identify which of the variables contributed the most to prediction of the dependent variable. The regression coefficient explain the average amount of change in dependent variable that caused by a unit of change in the independent variable. The larger value of Beta coefficient that an independent variable has brings more support to the independent variable as the more important determinant in predicting the dependent variable.

Among the four constructs, multiple linear regression analysis revealed that except clan culture the remaining three constructs showed not significantly associated with employee engagement. The nature of the relationship for clan culture, adhocracy culture and market culture were positive while the relationship for hierarchy culture is negative with (Beta=.455), (Beta=.094), (Beta=.110) and (Beta=-.083) respectively. Therefore, the positive slope indicates that employee engagement increases as each organizational culture construct increases. There is a .455 increase in employee engagement for one-unit increase in clan culture. This means that the more the bank applied family type culture employee become more engaged. For the remaining construct

the case may not be applied since the $p > .05$. On the contrary, employee engagement decreases when the bank's culture becomes more bureaucratic.

The above finding is in agreement with Krog (2014), his study revealed that clan culture has a significant relationship with employee engagement. In addition, the study pointed out that hierarchy culture affected employee engagement negatively though the impact is insignificant. Krog's study also found out that market culture and adhocracy culture have insignificant effects on employee engagement.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

Introduction

This chapter states the summary of the study findings and results. Based on the key findings conclusions and recommendations are drawn. The recommendations include interventions to improve organizational culture and employee engagement in the studied organization and pave the way for further studies.

5.1 Summary of major findings

Dominance characteristic in the organization is hierarchy culture which is known by very controlled and structured, formal procedures generally govern what people do. The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running. As a result, leadership of the Bank is hierarchy culture. The management style in the organization is characterized by teamwork, consensus and participation which is clan culture. According to the finding the glue that holds the organization together is formal rules and policies which fall under hierarchy culture. In respect of strategic emphasis the organization stresses on permanence and stability followed by competitive actions and achievement. From the finding it is clear that the organization defines success on the basis of winning in the marketplace and outpacing the competition. Hence, with regard to criteria of success it is crystal clear that it is inclined to market culture.

The finding revealed that the existing characteristics of Dashen bank is hierarchy culture which is highly related with controlled and structured, set rules and procedural for what people do followed by market culture. On the contrary, adhocracy and clan cultures are rated poorly in comparison with other culture types.

The employee engagement was assessed with three dimensions which had a total of nine indicator statements. The agreement level to these dimensions range from the smallest 3.65 to the largest 3.71. This can be considered as high level of engagement on the ground of mean scores recorded above average.

A Pearson coefficient implies that the four factors measuring organizational culture were all positively related with employee engagement within the range of 0.319 to 0.438. Clan culture is highly correlated with employee engagement.

Regression analysis assumptions including linearity, multicollinearity, independence of residuals, homoscedasticity, normality of residuals, and outliers were tested and all were found in agreement.

Findings from the multiple regression analysis indicates that 19.8% variation in employee engagement is explained by organizational culture (where by R square is .198 and adjusted R square is .186%). Furthermore, the significance value of F statistics shows a value .000, which is less than $p < 0.05$, this implies the model is significant.

Clan is the most contributing organizational culture traits in the prediction of employee engagement with beta value .455. The other three organizational culture traits in their descending order of unstandardized coefficients are adhocracy ($B = .094$), market ($B = .110$) and hierarchy ($B = -.083$).

5.2 Conclusion

This study was initiated to investigate the effect of organizational culture on employee engagement in Dashen bank SC. From the result of the study, it can be concluded that the existing characteristics of organizational culture of Dashen Bank is hierarchy culture which is mainly distinguished by very controlled and structured place. Next to hierarchy culture there exist Market culture which is characterized by competitive and achievement oriented, hitting stretch target and winning in the market place. On the contrary, adhocracy and clan culture exist in a lesser degree compared with others. This implies that, the bank does not give much emphasis for innovation, risk taking and family type of culture.

The study also found out that the engagement level of Dashen bank's employee is revealed that mean value between 3.65 to 3.71. One can deduce that the employees exhibit good engagement as the mean score account for above average.

The main purpose of the study was to determine whether a relationship existed between organizational culture types and employee engagement. This study can justify that all organizational culture types: clan, adhocracy, market and hierarchy has positive relationship with employee engagement. On top of that, clan culture is highly correlated with employee engagement.

Furthermore, the study tried to analyze the effect of organizational culture on employee engagement by using regression model. The study found out that clan is the most contributing organizational culture traits in the prediction of employee engagement. The other three organizational culture traits market, adhocracy and hierarchy are ranked depending on their contribution from most to the least.

Likewise Krog (2014), the study revealed that among the four types of culture only clan significantly affects employee engagement while the effect of the rest is insignificant though the result is positive for adhocracy and market while negative for hierarchy. This implies that when Dashen bank apply clan culture the engagement level of the employee significantly increase; employee engagement increased when the culture of the organization is family type, nurturing, teamwork, participatory, high trust and concern for people. In contrast, according to the regression analysis employee engagement is decreased with some degree for every unit increase of hierarchy culture.

In a nutshell, as per the findings of the study it can be concluded that organizational culture is important in improving the level of employee engagement which is assert by the positive contribution to employee engagement.

5.3 Recommendations

In accordance with the findings of the study and conclusions made the researcher came up with some important recommendations which would help the organization to focus on organizational culture that can largely contribute to the improvement of employee engagement.

The existing culture of the bank is identified to be hierarchy culture; it is mainly characterized by very controlled and bureaucratic. According to the study result such culture type does not have significant impact to increase employee engagement. Next to hierarchy culture the existence of market culture is highly rated which is characterized by competitive and achievement oriented. Rather, so as to increase employee engagement the bank's management is advised to apply clan culture which has significant effect on employee engagement. This culture type is focused on family type, nurturing, teamwork, participation, high trust and concern for people.

Hierarchy culture is very controlled and bureaucratic, based on the findings it is affecting employee engagement negatively so that Dashen bank management is better to implement rules and procedures which leaves some room to employees to be flexible when there is challenging tasks as a matter of fact employee prefer to be given freedom to do the job rather than being compelled to do it in a rigid manner.

The engagement level of the employees is found good though the culture exist in the bank is hierarchy which negatively predict employee engagement. The bank shall focus on culture type which predict employee engagement highly so as to boost engagement level of employees.

5.4 Areas of Further Studies

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.

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APPENDICES

St. Mary's University
School of Graduate Studies
Department of Business Administration
Questionnaire to be filled by employees of Dashen Bank SC

Dear Sir/ Madam,

I am in the process of completing my studies of Masters Degree General MBA in St. Mary's University College, School of Graduate Studies. The research undertaking is to assess the organizational culture and levels of employee engagement that is prevalent in your organization. I would much appreciate it, if you could kindly take a little of your time to complete the attached questionnaires. Any information provided by you is for academic purposes only and all responses would be treated with the strict confidence.

Your co-operation is most valued and appreciated and I take this opportunity of thanking you in advance for your kind participation and timely return of your completed questionnaire.

If you would like further information about this study, or have problems in completing this questionnaire you can reach me at sinshaw2001@gmail.com or +251 9 12028962.

Stay Healthy!

PART A: BACKGROUND INFORMATION

Place an (✓) or (X) in the applicable box

1. Gender: Male () Female ()

2. Age

a. 18 – 30 years ()

b. 31 – 40 years ()

c. 41 – 50 years ()

d. Above 50 years ()

3. Highest Level of Education

a. Diploma ()

b. Bachelor's Degree ()

c. Master's Degree ()

d. PhD ()

e. Other ()

4. Tenure in the organization:

a. Less than 1 year ()

b. 1 – 5 years ()

c. 6 – 10 years ()

d. 11 – 15 years ()

e. Over 15 years ()

PART B: ORGANIZATIONAL CULTURE

Please rate the following statements by ticking (√) or (X) in the appropriate box to indicate how much you agree or disagree with each statement.

1	Strongly Disagree	2	Disagree	3	Neutral	4	Agree	5	Strongly Agree
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		1	2	3	4	5
B1	Dominant Characteristics					
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of themselves.					
2	The organization is a very dynamic entrepreneurial place. People are willing to stick their necks out and take risks.					
3	The organization is very results oriented. A major concern is with getting the job done. People are very competitive and achievement oriented.					
4	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
B2	Organizational Leadership	1	2	3	4	5
1	The leadership in the organization is generally considered to exemplify mentoring, facilitating or nurturing.					
2	The leadership in the organization is generally considered to exemplify entrepreneurship, innovating or risk taking.					
3	The leadership in the organization is generally considered to exemplify a no-nonsense, aggressive, results-oriented focus.					
4	The leadership in the organization is generally considered to exemplify coordinating, organizing or smooth-running efficiency.					
B3	Management of Employees	1	2	3	4	5
1	The management style in the organization is characterized by teamwork, consensus, and participation.					
2	The management style in the organization is characterized by individual risk-taking, innovation, freedom and uniqueness.					

3	The management style in the organization is characterized by hard-driving competitiveness, high demands and achievement.					
4	The management style in the organization is characterized by security of employment, conformity, predictability and stability in relationships.					
B4	Organization Glue	1	2	3	4	5
1	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high.					
2	The glue that holds the organization together is commitment to innovation and development.					
3	The glue that holds the organization together is the emphasis on achievement and goal accomplishment. Aggressiveness and winning are common themes.					
4	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
B5	Strategic Emphases	1	2	3	4	5
1	The organization emphasizes human development. High trust, openness and participation persist.					
2	There is emphasis on being on the cutting edge. The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					
3	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
4	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
B6	Criteria of Success	1	2	3	4	5
1	The organization defines success on the basis of the development of human resources, teamwork, employee commitment and concern for people.					

2	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
3	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
4	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

PART C: EMPLOYEE ENGAGEMENT

Please rate the following statements by ticking (√) or (X) in the appropriate box to indicate how much you agree or disagree with each statement.

1	Strongly Disagree	2	Disagree	3	Neutral	4	Agree	5	Strongly Agree
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C1	Vigor	1	2	3	4	5
1	At my work, I feel bursting with energy					
2	When I get up in the morning, I feel like going to work					
3	At my job, I feel strong and vigorous					
C2	Dedication	1	2	3	4	5
1	I am enthusiastic about my job					
2	My job inspires me					
3	I am proud of the work that I do					
C3	Absorption	1	2	3	4	5
1	I feel happy when I am working intensely					
2	I get carried away when I am working					
3	I am immersed in my work					