



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

**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES'  
PERFORMANCE IN THE CASE OF SELECTED NON GOVERNMENTAL  
ORGANIZATIONS IN ADDIS ABABA**

**BY**

**TIGIST ALENE SGS/0158/2011A**

**JUNE 20 /2020**

**ADDIS ABABA, ETHIOPIA**

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**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY COLLEGE, SCHOOL OF  
GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION**

**JUNE 20 /2020**

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**ST. MARY’S UNIVERSTY COLLEGE SCOOOL OF GRADUATE STUDIES**

**FACULTY OF BUSINESS**

**THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEES’  
PERFORMANCE IN THE CASE OF SELECTED THE CARTER CENTER  
ETHIOPIA**

**BY**

**TIGIST ALENE**

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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Birhanu Endeshaw (Phd). 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 full to any other higher learning institution for the purpose of earning any degree.

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Name

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Signature

St. Mary's University College, Addis Ababa

June 2020

## ENDORSEMENT

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

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Advisor

St. Mary's University College, Addis Ababa

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Signature

June, 2020

## ACKNOWLEDGMENTS

First of all I would like to thank God for helping and keeping me on health in all the process of my study till completion.

I am also very grateful to various individuals who contributed to the completion of this study. I would like to thank my advisor Dr. Birhanu Endeshaw, for all of his guidance, comment, and Continues support from the starting to the accomplishment of this study. And I would like to express my thanks to my best friends Mahider for her support and encouragement. To all staff members of selected organizations' for their help and respond my questionnaires in difficult time because of corona virus. They fill and respond by using different mechanism (email, telegram and in hard copies).

My beloved husband- Bereket and my little daughter Liya for their patience, and support throughout the process.

Thank you and Blesse you all.

## **ABSTRACT**

*Organizational culture directly affects employee performance as employees of an organization with a good culture tend to perform better. Thus, this study aimed to assess the impact of organizational culture on employee performance on selected non-governmental organizations. It used explanatory research design with quantitative approach to explain the impact of culture on employee performance. A total of eight organizations were purposively selected all head office staff are taken as a sample from which 184 employees provided the required data using structured questionnaire. Descriptive and regression analysis were used to examine the relationship and effects of independent variables on dependent variable. Accordingly, the study results indicate that organization culture, in terms of team work, work ethics, mission and values, and leadership has positive and strong relationship with employees' performances. A strong relationship between work ethics and employees' performance. Finally, the study recommended maintaining the existing good organizational culture and develop those aspects which needs improvement.*

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## **LIST OF ACRONYMS**

NGO – Non Governmental Organization

OCP- Organizational culture profile

GOV'T Government

TCCE- The Carter Center Ethiopia

TWFTWE- Word for the world Ethiopia

EGCDWO- Ethiopian Gente Church Development & Welfare Organization

HOAME- Horn Africa Evangelical Mission Engagers

MKCRDA- Meserte Kirstos Church Relief and Development Association

EKHCDC- Ethiopian Kale Hiwot Development Commission

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# CHAPTER ONE

## INTRODUCTION

### 1.1.Introduction

The first chapter contains the background of the study, statement of problem, objective of the study, the research questions, the research methodology, significance of the study, scope of the study, and limitation of the study.

### 1.2. Background of the study

Culture is an assembly of opinions, manners and beliefs which the world holds generally and understanding, justifications, values, beliefs, statement and manners of societies, in actual time and right place (Kotter & Heskett,1992). Culture is a planning of different characteristics to direct organization and distinguish one from another (Forehand and von Gilmer, 1964). According to (Stewart, 2010), moral values and beliefs of the organizations have excessive influence for those who are totally dedicated to the organization. Of course the belief and moral value could not see but for the organization growth and efficient performance belief and moral value has to be under consideration.

Organizational culture was well-known in the 1980s Peters and Waterman's but still a comparatively new idea. Even though the organizational culture is new idea but it is grow fast time to time in different disciplines like management (Collins and Porras, 2008).

Aksoy et al. (2014), Defined organization culture as the worth of organization, which created by two party that is not only a particular individual conduct but also by institution. Both are their own attitudes and behavior to create organizational culture. Organizational culture may be contain organizational strength in number of peoples and item in worthy standard (Schein, 1995). Many researchers agreed that each organization are influenced by their present culture and concluded that the efficiency of the company highly affected by its culture Ogbor(2003),Schein(2004). We can see various organizations they have their own irreplaceable work culture that lead organization productive like work environment, standard for employee evaluation, way of customer handling, (Antoinette, 2016). Respected culture is continued by the

company and it is important to reminder that with the initiation of globalization and company's journey, culture has become extremely liquid in nature. Therefore, organizations must adapt to this enlargement in new cultural community developing in global businesses and accept this meeting of culture across the globe. Thus, it has a significant difference in organizational culture within the same country itself (Priva Chaudhary & Prof. R.K Singh, 2017).

As cited in Amirrza, S & Ahmand (2018) defined performance of employees as the financial or non-financial consequence of the employee that directly connected with both the operation of the firm and its success. In a changing work environment, members of organizations may have various tendency and behavioral action, which will result to noticeable inconsistency in their performance. Other author (Cascio, 2006) defined performance as accomplishment of task at organization in construct of employee work. Performance is an uninterrupted practice to hot problem on organizational scholars (Barny1991).

Richardo (2001) Organization's success shows good profit on sell and it will come development of respectable staff administration arrangement. Following this organizational culture directly and indirectly affect the employee performance so that it has to verify get reasonable benefit.

Fakhar.S (2012) reveled that everyone in the company has their own belief but they have to correct themselves to fit them with the organizations beliefs and values. The acceptance of organization's culture help them to do things competently and successfully. Therefore, this paper examine whether the organizational culture has an impact on the employees' job performance, and how the work ethics, team work and the values of organization affect the employees' performance.

### **1.3. Background of the organization**

#### **Carter Center Ethiopia (TCCE)**

The Carter Center-Ethiopia (TCCE) is a non-profit making and non-governmental organization (NGO) established in 1982 by Jimmy and Rosalyn Carter in partnership with Emory University in Atlanta Georgia (USA) with the objective of creating a world where every man, woman and child has the opportunity to live in peace. It strives to relieve suffering around the world through collaborative initiatives in democratization and development, global health and urban

revitalization. The organization was registered with the ministry of Justice as “The Carter Center Ethiopia” in 1998. Currently the organization has 411 staff in five regions of the country. TCCE is working in conjunction with the Federal and State Governments of Ethiopia to carry out its activities of eradicating Guinea Worm disease (Dracunculiasis), controlling Trachoma and River Blindness (Onchocerciasis) and strengthening the quality of public health training in the country.

### **Development Expertise Center (DEC)**

Development Expertise Center (DEC) is an Ethiopian Residence Charity Organization established in May 2007 and re-registered in October 2009, bearing a registration number, 0009. DEC is Child centered Organization which works in partnership with grass root communities, government structures, CBO’s and donors. DEC has good track records in designing and successfully implementing child centered programs with the mission of facilitates child-centered compressive development interventions to create safe and conducive environment to fulfill the best interest of children. Currently the organization has 92 staff in three region (Amhara, Oromia, and Afar) of the country.

### **Task force for global health (TFGH)**

The Task Force for Global Health is an international, nonprofit organization that works to improve health of people most in need, primarily in developing countries. Founded in 1984 by global health pioneer Dr. William Foege, The Task Force consists of eight programs focused on neglected tropical diseases, vaccines, field epidemiology, public health informatics, and health workforce development. Those programs include the African Health Workforce Project, the Center for Vaccine Equity, Children Without Worms, International Trachoma Initiative, Mectizan Donation Program, Neglected Tropical Diseases Support Center, Public Health Informatics Institute, and TEPHINET. The Task Force works in partnership with ministries of health and hundreds of organizations, including major pharmaceutical companies that donate billions of dollars annually in essential medicines. Major funders include the Bill & Melinda Gates Foundation, CDC, WHO, Robert Wood Johnson Foundation, de Beaumont Foundation, United States Agency for International Development, Sight savers, Pfizer, Merck & Co., Johnson & Johnson, and GlaxoSmithKline. The Task Force currently supports work in 154 countries and has regional offices in Guatemala and Ethiopia. In Ethiopia regional office there are 12 staff members.



## **The word for the world Ethiopia**

The word for the world Ethiopia (TWFTW) is an international and interdenominational Bible translating ministry. In 1995 TWFTWE has been actively involved in the work of Bible translation, training translators, language development and Scripture engagement, in in number of Ethiopian languages with mission of extend God's kingdom by making God's accessible to all people through Bible translation, Evangelistic & Scripture Engagement. The motto of TWFTWE is God's Word for all People for all in the Language he gave them.

## **Ethiopian Guenet Church Development and Welfare Organization (EGCDWO)**

Ethiopian Guenet Church Development and Welfare organization (EGCDWO) is a local, faith based, non-profit and legally registered organization working since 1999 G.C across Ethiopia. EGCDWO reregistered as local Civil Society Organization under registration number 1417 by FDRE Agency for Civil Societies Organization according to proclamation number 1113/2011. EGCDWO believes that all human beings are created in the image of God and needs holistic ministry. It also believes that sustainable development comes through local participation, resource sharing, mobilization, partnership and networking So that it exists to ensure that the holistic need of the poor, orphans and vulnerable and marginalized community members of Ethiopia are met through integrated development activities. EGCDWO operates in Addis Ababa, Oromia, Amhara and South Nations Nationalities and Peoples Regions. and governed by 7 unpaid active board members and has more than 156 committed staff and 500 volunteers throughout Ethiopia from which number 30 are head office staff. EGCDWO is working in close collaboration with more than 10 esteemed partners with the programmatic focus areas namely Holistic Child Development, WASH, Health, and HIV/AIDS, Environmental Projection, Emergency Response and Community Empowerment.

## **Ethiopian Kale Heywet Church Development Commission (EKHCDC)**

EKHCDC one of non for profit organization establish in the mid of 1970 as the name of Ethiopian Kale Heywet Church Development Program (EKHCDP) in the head office level. Few years ago, the government changed its policy proclaimed in the proclamation No. 621/2009 with respect to charities and societies organizations. Following the change, EKHCDP was organized as Ethiopian

Kale Heywet Church Development Commission (EKHCDC) and registered as a separate and legal entity by the Federal Democratic Republic of Ethiopia Charities and Societies Agency (CSA) with a certificate number 1218 issued on the 16<sup>th</sup> of August 2016. Since then, EKHCDC has been known as a legally registered and licensed resident charity and continued functioning the development programs in accordance with the new regulations and policies of the government. EKHCDC through its rich experience has employed a number of development approaches as a strategy to tackle poverty in the urban and rural settings. One of such approaches is the self-help approach— an approach that underlines the power to challenge and reduce poverty is within the communities themselves through employing their resources and their effort to bring about self-sufficiency.

### **Meserete Kirstos Church Relief and Development Association**

Meserete kirstos Church relief and development Association is one of legally registered non for profit organization working to glorify God in addressing basic and spiritual needs. During Derg regime, in 1990 the church was given legal status and openly started its ministry where Relief and Development program (RDP) from 1991 to June 1998 focused on church-based development programs where the emphasis was to empower the churches to practically integrate the physical and spiritual services. Since July 1998 MKC-RDA was recognized having its own legal entity. Currently MKC-RDA runs two integrated rural development programs and other programs such as food security & disaster mitigation, health, HIV/AIDS Education and church capacity building and child Sponsorship program. Development for MKC-RDA means holistic, i.e. the transformation of human beings spiritually, mentally, physically, and socially, which will result in the transformation of their entire community and environments they utilize the resources entrusted by God towards realizing their potential for His glory and the extension of His kingdom. To accomplish those objectives MKCRDA working with different partners like MCC, Compassion international and other international and local partners. MKCRDA operates in Addis Ababa, Oromia, Amhara and South Nations Nationalities and Peoples Regions. And governed by unpaid board members several committed staff and volunteers throughout Ethiopia.

### **Horn of Africa Evangelical Mission Engagers (HOAEME)**

HOAEME is a faith-based organization specializing in equipping and mobilizing people and resources around the world, to provide culture affirming churches and holistic care in the Horn

of Africa region and beyond. HOAEME accomplish its mission by empowering nationals to reach into their communities and effect long-lasting, sustainable change and work directly with national partners, and sometimes with magistrates and parliament, to alleviate extreme poverty through free medical care, critical construction projects, community health development, child sponsorships for children affected by HIV/AIDS and women's empowerment initiatives in some of the most difficult regions in the Horn of Africa and around the world focus on providing culture affirming churches among unreached and unengaged people groups in the Horn of Africa and beyond. Two thousand years after Jesus gave the Great Commission to make disciples of all nations, there are still many people groups around the world who have not heard the good news and have no hope for a better life. The region of the Horn of Africa is home to a many of these unreached people groups. Fortunately, we've engaged most of these groups and are witnessing a great harvest.

#### **1.4.Statement of the problem**

Managers in every organization focus on organization growth by giving much emphasis for controlling financial transactions like sources of income, costs and expenses without considering other factors that affect employee performance. They almost ignore about other factors that can influence employees job performance like organization culture, work environment and leadership style. Following to this, organizations face challenges to fulfill desired objective (Antoinette, 2016)

Ben. Saad Ghazi and Muzaffar (2018) assessed the direct and indirect influences of organizational culture on job performance and the impact of each sub-element of organizational culture on such performance. They argued that employees' performance develops from a continuing viewpoint related to ups and downs that organizations manage and implement during their process of growth. A second dimension of organizational culture can be given through organizational values, routines and distinctive aspects of culture that allow organizations to create solid competitive advantages. The findings indicate a positive relationship between organizational culture and job performance. Likewise, four organizational culture sub-elements, namely managing change, achieving goal, coordinating teamwork and cultural strength, were found to be affecting positively on job performance, but with varying intensity. Only customer orientation was found negatively associated with job performance (Ghazi Ben saad and Muzaffar, 2018).

Despite all the above, in Ethiopia there are few studies in relation to organizational culture and employees' performance. H/Gebrel, B. (2017) reported on the effect of three dimensions namely involvement, consistency and mission. And the finding was there is a positive and significant relationship between the three variables of organizational culture (mission, consistency and involvement culture) and employee performance. In addition, she maintained that those dimensions help the organization to understand its own dynamic culture and assist the management team to capitalize on the insights to be gained by the cultural perspectives hence allowing yielding greater control over the organization.

Organizational culture may affect employee's performance when employee may not understand organization's mission, vision, assumptions, beliefs and Values. And if the employees are not clear on these areas they will not be motivated to perform efficiently. Therefore, the researcher will identify which factors affect the employees' performance in the NGOs.

The study by Smith and Cooper, C. (1994) identifying which influence on employee performance are long working hours, travel, requirement for participating in various meeting. Besides intrinsic factors, role ambiguity and conflict also play a major role as a source of stress. Failure to have a clear vision about the specific tasks that should be accomplished by an employee and ongoing conflicts with other team members is found to lead to lower job satisfaction. Many studies revealed that majority of problems arise among employee due to the conflict and arguments which arise between them. This is considered as a leader-follower approach in which majority of followers to get approval from their leaders on particular issues. The gaps observed in non-governmental organization are problem of team work culture, lack of strong work ethics and gap in understanding the organization values and assumptions. Smith & Cooper, C. (1994)

As mentioned earlier, one of the organizational culture manifestations is having and developing strong teamwork. Team work is important for enhancing employees' performance because within a team people always learn and updated themselves but in some organizations, specifically in non-governmental organizations, the problem of personal character, leadership style and employee's professional capacity has an impact in the development of team work culture within the organization and affects the employees' performance.

Another challenge which is observed in the organizations is the problem of work ethics. Work ethics is a value based on hard work and diligence. It is also a belief in the moral benefits of work and its ability to enhance character. The commitment, moral, and motivation of the employees has impact on their job performance. Work ethics is one of the major components of organizational culture.

The managers or leaders in organization most of the time followed the one man leadership style and as a result employees have no chance to involve in any activity related to management issue leading staff detaching themselves from the key vision of the organization. This results in staff performing and delivering low.

Lastly, this research investigate how much organizational value, belief and assumptions affect the employees' performance. Some employees do not understand the organization values, beliefs, assumption and environment. Therefore, the research determine how much those organizational rules and regulations have influence on the employees job performance.

Therefore, the researcher examine how much the impact of organizational culture on the employees' job performance with in selected NGOs located in Addis Ababa and also investigate the factors of organizational cultures which affect employees' job performance.

## **1.5. Research Objective**

### **General Objective**

The general objective of the study is to assess the impact of organizational culture on the employee's performance in selected NGOs in Addis Ababa.

### **Specific objective**

- To identify of organization culture and assess their relationship with employee performance in selected NGO's located in Addis Ababa
- To determine the magnitude of the effect of work ethics on employees' performance
- To determine the effect of teamwork on employee' performance

- To assess the level of employees' knowledge of their organizational values, assumption and its impact on their job performance.
- To measure the effect of leadership culture effect on performance

### **1.6. Research Questions**

- How are the different dimensions of organization culture related to employees' job performance in the organization?
- To what extent do work ethics influence employees' performance?
- What is the effect of teamwork influence on employee's performance?
- What is the magnitude of the impact of employees' knowledge of their organizational values, and assumptions on job performance of the organization?
- What is the magnitude and direction of the relationship between leadership culture and employees' performance on the organization?

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

There is limited or no understanding the relationship between organization culture and performance of employees in selected non-governmental organization in Addis Ababa. It includes local, and international organizations. NGOs on the other hand play a crucial role in the dissemination of research and development interventions in the country – particularly in rural parts of the country. Focusing on NGOs, this study will address an important developmental question of workers performance given the culture they are working in. The research will generate data and information that will be useful in addressing the critical challenges that non-governmental organizations facing in Ethiopia.

Therefore, this research have theoretical, methodological and practical contributions to further study on field of organizational culture, especially for the private sector and other governmental organizations. In addition, the study will be an important source of information both for employers and for employees to promote activities that aim at enhancing or nurturing a productive organizational culture. It could provide initial ideas for other researchers in the area to further

investigation and the finding of the research may provide relevant information for concerned bodies working in the areas of organizational culture relation employee performance.

### **1.8. Scope of the study**

The study is limited to obtain understanding of impacts of organizational culture on employee performance at eight selected NGOs in Addis Ababa in focus on team work, work ethics, and understanding of organization mission & value and leadership culture in the organization.

Time and financial constraints forced to limit the scope of the study. Because of limited recourses like time and financial constraints the research conducted in only eight non-governmental organization located in Addis Ababa. In methodological scope all target population taken as sample and employee who can understand organization culture are included for questionnaire. So that research conducted only employees that are professional within the organization.

### **1.9. Limitations of the study**

The research focuses on only selected non-governmental organizations and this might limit the relevance of the research results to the policy makers who usually anticipate to address all nongovernmental organizations in a rather similar way.

### **1.10. Operational definition of terms**

#### **Organizational Culture**

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations.

**Employee:** Employee means a person usually below the executive level who is hired by another to perform a service especially for wages or salary and is under the other's control.

**Performance:** Performance refer to work effectiveness, quality and efficiency at the task level.

**Team Work:** Teamwork means Working collaboratively with a group of people in order to achieve goal.

**Work ethics:** Work ethic is a belief that hard work and diligence have a moral benefit and an inherent ability, virtue or value to strengthen character and individual abilities.

**Leadership:** Leadership is the art of motivating a group of people to act toward achieving a common goal.

### **1.10 Organization of the study**

The paper will consist of five chapter

**Chapter one:** will presents Background of the study, statement of problem, research questions, research objectives, significant of the study, limitation of the study, and organization of the study.

**Chapter two:** Literature review about organizational culture and employee performance. And it includes theoretical empirical review and conceptual frame work.

**Chapter three:** Research methodology includes introduction, research design, research approach target population, Data type, Data collection instrument, and data analysis.

**Chapter four:** Description based on findings and analysis

**Chapter five:** Summary of findings, conclusion and recommendation.



## **CHAPTER TWO**

### **REVIEW OF LITERATURE**

#### **2.1. Introduction**

Organizational culture is describes as the shared values and goals of an organization. It is possible to create a culture of mutual respect, collaboration, and support. Companies that have a strong, supportive culture are more likely to attract highly qualified, loyal employees who understand and work toward the company's best interest.

#### **2.2. Theoretical review**

##### **2.2.1. Culture**

Awadh & Saad (2013) described culture as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. This righter also cited (Titiev, 1959). The cognitive systems of human that helps in improving thinking and decision making were based upon organization culture. (Pettigrew 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner.

According to the Kotter and Heskett (1992), culture means fairly established set of beliefs, behaviors and values of society contain generally.

Culture is largely invisible to individuals just as the sea is invisible to the fish swimming in it. Even though it affects all employee behaviors, thinking, and behavioral patterns, individuals tend to become more aware of their organization's culture when they have the opportunity to compare it to other organizations. It is also the composition of three functions Planning, Organizing, Leading, and controlling function of organizing. The organizing function involves creating and implementing organizational design decisions. The culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make decisions could prove extremely resistant to a centralized organizational design, hampering the manager's ability

to enact such a design. However, a culture that supports the organizational structure (and vice versa) can be very powerful.

### **2.2.2. Organizational culture**

Different authors give different definitions of culture on their books and journal. In general terms organizational culture is the pattern of values, norms, beliefs, attitudes, and assumption that may not have been articulated but shape the ways in which people behave and get things done.

According to John McLaughlin, Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These share values have a strong influence on the people in the organization and dictate how they dress, act and perform their jobs.

According to Robbins & Coulter Organization as shared values, beliefs, or perceptions held by employees within an organization because organizational culture reflect the values, beliefs and behavioral norms that are used by employees in organization to give meaning to the situations that they encounter, it can influence the attitudes and behavior of the staff. As the understanding of organization's core values can prevent possible internal conflict.

Organizational culture can be defined as a picture of its cooperative systems, beliefs, norms, ideologies, traditions, and formal procedures. It can inspire people and can become valuable source of efficiency and effectiveness (Sudarsanam, 2010).

Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior. These values have a strong influence on employee behavior as well as organizational performance. It is also the beliefs and values that have existed in an organization for long time, and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior.

Every company has its own unique character, just like people do. The unique personality of an organization is referred to as its culture. In group of people how work together, organizational culture is an invisible but powerful force that influences the behavior of the participation in responsibility of goals setting and avoid being involved when leadership direction is needed Ejiambo (2015).

The organization and its employees share a common culture the environments makes it stress-free to share common goals and to follow appropriate procedures in achieving them. A collective culture also has positive effect on motivation in an organization. Existence of common culture encourages people to identify with the organization and feel belongingness and responsibility for it, it is assumed (Brown A.D, 1998).

### **2.2.3. Why Does Organizational Culture Matter?**

An organization's culture may be one of its strongest assets or its biggest liability. In fact, it has been argued that organizations that have a rare and hard-to-imitate culture enjoy a competitive advantage. In a survey conducted by the management consulting firms Bain & Company in 2007, worldwide business leaders identified corporate culture to be as important as corporate strategy for business success. This comes as no surprise to leaders of successful business, who are in quick to attribute their company's success to their organization's culture.

### **2.2.4. Characteristics of organizational culture**

Even though culture may not be visible, identifying a set of values that might be used to describe an organization's culture helps us identify, measure, and manage culture more effectively. For this purpose, several researchers have proposed various culture typologies. One typology that has received a lot of research attention is the Organizational Culture Profile (OCP). Organizational culture refers to an arrangement of shared meaning held by followers that differentiate one organization from other organization Collins and Porras (2008). They believes that these shared meanings are a set of key characteristics and that the organization values and the essence of an organizations culture can be captured in seven primary characteristics. These are:-

#### **Innovative Cultures**

According to the OCP framework, companies that have innovative cultures are flexible, adaptable, and experiment with new ideas. These companies are characterized by a flat hierarchy and titles and other status distinctions tend to be downplayed. In this company, employees do not have bosses in the traditional sense, and risk taking is encouraged by celebrating failures as well as successes.

### **Aggressive Cultures**

Companies with aggressive cultures value competitiveness and outperforming competitors; by emphasizing this, they often fall short in corporate social responsibility. This aggressive culture is cited as a reason for getting into new legal troubles before old ones are resolved.

### **Outcome-Oriented Cultures**

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values. Employees are trained and mentored to sell company products effectively, and they learn how much money their department made every day. Results Oriented Work Environment (ROWE) program that allows employees to work anywhere and anytime; they are evaluated based on results and fulfillment of clearly outlined objectives. [5]Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output.

### **Stable Cultures**

Stable cultures are predictable, rule-oriented, and bureaucratic. When the environment is stable and certain, these cultures may help the organization to be effective by providing stable and constant levels of output. These cultures prevent quick action and, as a result, may be a misfit to a changing and dynamic environment.

### **People-Oriented Cultures**

People-oriented cultures value fairness, supportiveness, and respecting individual rights. In these organizations, there is a greater emphasis on and expectation of treating people with respect and dignity. The company pays employees above minimum wage, offers health care and tuition reimbursement benefits to its part-time as well as full-time employees, and has creative perks such as weekly free coffee for all associates. As a result of these policies, the company benefits from a turnover rate lower than the industry average.

### **Team-Oriented Cultures**

Companies with a team-oriented culture are collaborative and emphasize cooperation among employees. For example, Southwest Airlines facilitates a team-oriented culture by cross-training

its employees so that they are capable of helping one another when needed. The company also emphasizes training intact work teams. Southwest's selection process, applicants who are not viewed as team players are not hired as employees.

### Detail-Oriented Cultures

Organizations with a detail-oriented culture are characterized in the OCP framework as emphasizing precision and paying attention to details. Such a culture gives a competitive advantage to companies in the hospitality industry by helping them differentiate themselves from others. For example, Four Seasons and Ritz Carlton are among hotels who keep records of all customer requests such as which newspaper the guest prefers or what type of pillow the customer uses. This information is put into a computer system and used to provide better service to returning customers.

Fig.1.1 Organization culture profile

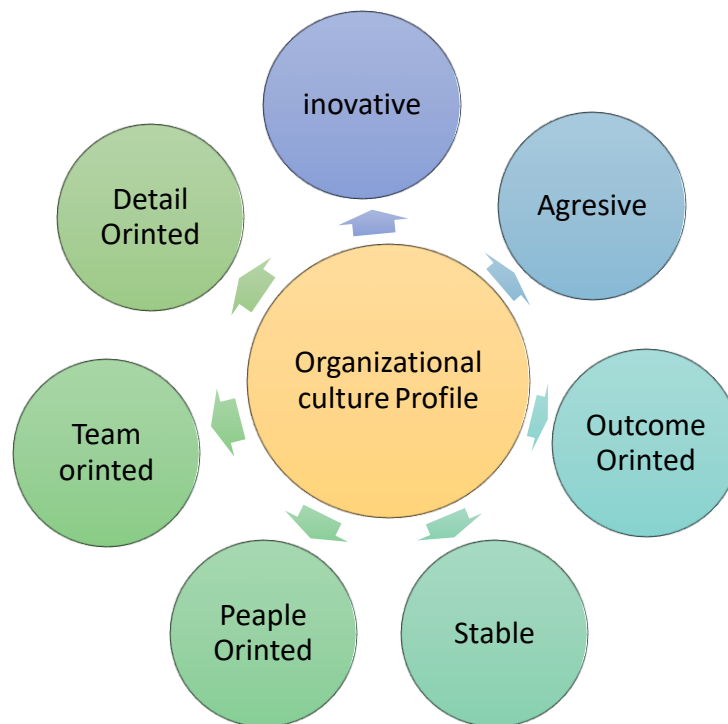


Figure Error! Use the Home tab to apply 0 to the text that you want to appear here.-1: Organization culture profile

### **2.2.5. Importance of organizational culture**

Kataryzyna,(2014) Organization culture play an significant role in encouraging innovation and exchanging experience, knowledge and ideas and also open culture promoting participation of all team members in creative process. Organizational culture uses to regulate participant's behavior and in extreme case of an organization as a hole.

So that organization culture is formed as idealization of common experience and primarily fulfills a function of the social stabilizing factor, integration and coordination mechanism to bring social balance internally and externally and focus on incorporation of participants and relationship between the organization and its environment.

Esther ejim(2019). The main significance of organizational culture is the fact that such a culture, or lack of it, can help regulate or shape the accomplishment or miscarriage of an organization. Organizational culture denotes to the types of actions that go on behind the corporate front of an organization. It is the human elements that drive the services and products that define an organization. The organizational culture is the type of structure or framework that has been put into place in the organization. An example of organizational culture is the approach to formality in an organization. Some organizations may be less rigid than others in their approach to issues like contact with the top management, dress code, and mode of operation. The employees may have friendly with chief executive officer and even can call by his or her name or nick name where as other are may not easily communicate with their CEO. They communicate only in a formal way. Organizational culture have not similar concept between organizations. It may different one another. It is up to each organization to figure out what type of culture will suit its goals and encourage the employees to perform optimally.

### **2.2.6. Employee's performance**

Performance is the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. In a contract, performance is deemed to be fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

McNamara, Every organization has a set of overall preferred results that it wants to accomplish. The results might be implied to its members or explicitly conveyed to them. That is true, whether the organization is large or small. It is true for any of the part of the organization that are working

toward their own results, for example, a department, program, team or an individual in the organization. Each of these has a recurring set of activities a system aimed toward achieving its desired results.

In the context of performance management, the term “performance” means continually achieving the preferred results in a manner that is as effective and efficient as possible. Performance management reminds us that being busy is not the same as producing results. It reminds us that training, strong commitment and lots of hard work alone are not results.

Anitha (2014) defined performance of employees as the financial or non-financial consequence of the employee that directly connected with both the operation of the firm and its success. In a changing work environment, members of organizations may have various tendency and behavioral action, which will result to noticeable inconsistency in their performance Chen and Wang (2014).

The success or failure of the organization depends on employee performance. Consequently, organizations are spending huge amount of money on employee improvement (Sheikh et al., 2017). According to Neal B. Burgis, Ph.D. The greatest unused resource in any organization lies in its employees. These days, "giving 100 percent" is not enough to get ahead; you need to become more effective in unlocking your staff's potential strengths, creativity, and resourcefulness. The best companies have the best people, and the top people are those who think and act faster and better than others. According to Gallup Research, organizations make use of less than 20 percent.

Organizational development has some particular features that can increase sustainability on basis of effectiveness. The enhancement in performance contributes to employee commitment while norms, values and objectives contribute in enhancing the culture of an organization (Awadh & Saad, 2013). Most of us contribute a great part of their time in organizations. The study of Geert Hofstede indicates that cultural differences among nations are found specifically on the greatest level; that is on the level of values. By comparing cultural differences between organizations are specifically identified on the basis of practices. In comparison with values, practices are more tangible.

Wright and Nishii (2012) argued that employee approaches and conducts will be influenced by observed human resource practices. Similarly, Di Fan and Zhu (2014) found that high performance working system which satisfies employees and provides effective loyalty and greater voluntary efforts toward performance improvement. Finding in prior researchers shows that

empowerment and recognition is increased motivation for better work or in short increase employee result, in addition indirectly organizational performance is also increased or achieved organizational objective (Dobre, 2013).

Caplan (2013). When there is full employee buy-in to the organizational strategy and all staff is motivated to achieve organizational success, true appointment is possible. In these cases, employees are happy to work for and promote their organization, and what they know goes away from work satisfaction. Employee arrangement has been linked to improved performance, productivity and attendance, as well as increased retention.

Sara Canaday(2017) Leaders have a controlling power on an organization's culture. They set the quality for how employees perceive their work experience, so leadership and culture go hand in hand. Moreover cultivating those qualities, there are some specific things you can do to improve your impact on company culture. Finding in prior researchers shows that empowerment and recognition by their supervisors or managers is increased motivation for better performance or in short increase employee's result. In addition to this indirectly organizational performance is also increased (Dobre, 2013). Neal B. Burgis provide seven guidelines for leaders and staff to use their full potential for fulfillment of desired objective in employee performance. Those are:-

**Leadership** – Being an effective leader helps you and your staff as they look to you for all of the specifics in getting their work done, as with items that follow and more. Allow your staff to think on their own, have trust in them for accomplishing the tasks assigned to them, and in return you will find that managing your employees will help them perform at their optimum level. The job of the leader is to help increase their staff's effectiveness and to recognize and work to improve whatever limitations affect individual's performance.

**Communication** – As a leader, talk to your staff and share with them how best to get the task or project done. In doing so, use optimism to motivate and inspire your staff and most importantly, ask your staff for suggestions on how they would get the task accomplished. Having clear expectations and direction from the leader is important so the staff can understand what they are expected to do. The leader is then able to give support to their team to get the job done more efficiently and with less stress and strain on the leader or their staff.



**Empowering Employees** – Allowing your staff to take responsibility and make decisions on their own is what many consider as a boost of self-confidence to employees. Getting your staff more involved in the work they do gives them a sense of accomplishment and helps them build up their self-esteem. Recognize their limitations and assign them tasks where they can use their strengths.

**Talented Employees** – Attracting and retaining talented people with exceptional skills is necessary for any organization and is a problem for many. The demand of hiring talented employees is extremely competitive. In finding new employees, or even in keeping the employees you already have, evaluate each person to see if it is worth your while and theirs in training them for challenging tasks that they will be required to do. Developing untapped employee potential is a key competitive advantage for any organization. As a return-on-investment, developing your staff's skills motivates them toward job satisfaction, as they prefer job challenges to performing the same functions week after week and year after year.

**Emotional Intelligence** – You can easily stick with the way you have done things in the past. But having your staff members shift gears in using their "emotional intelligence" skills assists them when it comes to excelling in their job or being "star performers". Emotional Intelligence is defined as each staff member and leader having a set of competencies to develop and apply their "people skills" effectively. There are several emotional intelligence skills that affect all aspects of work, and they include: self-confidence, self-control, conscientiousness, adaptability, innovativeness, commitment, initiative, optimism, understanding others, conflict management skills, team capabilities, communication, and the ability to initiate or manage change. Team members clearly understand reactions and how to channel their energy into more productive results.

**Recognition** – Give your staff praise and positive feedback when it is appropriate. Through genuine appreciation, recognize the positive behaviors and achievements of your employees. Look for ways to increase employee motivation by recognizing excellence in the workplace. Celebrate the successes with your team members when they complete a job "well done".

**Team Work** – Creating an effective team is a challenge to many leaders. Besides the fact that a team player is valued, your staff contributes to the success of the whole team as well as to the project or task, and even to the success of the organization as a whole. For the team to accomplish what they need to, the leader must get the right resources to the team. This goes along with your

team members communicating with each other, problem solving on their own, being flexible and adaptive, and most importantly, working together.

The above seven tips are very essential to develop staff in job satisfaction and effective use of biggest recourses. So that if company do not give attention for teamwork loss its organization at all because there is no communication so teamwork will fall, will face high employee turnover.

Using what has been outlined here will attract the best people to the organization, create the team any company would admire, and will take you and your organization to the next level and beyond.

### **2.2.7. Relationship of organizational culture with performance**

According to Kandula (2006). the important towards good performance is a strong culture. Difference in organizational culture, same strategies do not produce same results for two organizations in the same industry and in the same location. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may demotivate an outstanding employee to underperform and end up with no achievement. Therefore organizational culture has an active and direct role in performance management.

As cited Kabelo Lefifi (2015). the researchers argue that high performance within an organization leads to the birth of strong culture. The argument is that, if an organization is performing well, there will be collective principles, customs and morals within the organization. A particular way of ‘how we do thing around here’ will be developed and there will be less disagreement to how ‘things are done’. . This culture proves to be more than just a product of high performance but also a critical element that leads and contributes to the organizational success.

According to (Schein 2010) in the managerial literature, culture is very important for actual performance.

### **2.2.8. Culture of non-governmental organization**

As cited David. Liwis (2014). Non- governmental organization are self-governing, private, not-for-profit organizations who working on the development of poor societies. It include that small home-grown group organized in informal basis with intentional assembly to the large above millions dollar financial budget with many qualified and expertise staff. NGO’s are worried about

deficiency and community fairness in home country and above the globe for needy individual and countries.

As cited David, L.(2003). There are three levels of organization cultures. First the visible representation which include buildings structure, Language, & images, such as SMART, well equipped office as compared to NGO with the broken down, untidy one. Second group behavior which include the way people act & react under different circumstances, such as making decision, dealing with crisis, or the way they treat users. Third understanding beliefs, which include the values that influence people's behavior, such as a belief in radical empowerment or a belief in more charitable welfare ideas. The structures of NGOs vary considerably. They can be global hierarchies, with either a relatively strong central authority or a more loose federal arrangement. Alternatively, they may be based in a single country and operate transnationally. With the improvement in communications, more locally-based groups, referred to as grass-roots organizations or community based organizations, have become active at the national or even the global level.

David, L. (2003). NGOs presented a different culture than government and closer to the people than government with less rigid bureaucratic structure & fewer status barriers. Group members tend to see NGOs as far more accessible than gov't.

All NGOs do not share a common culture but display important difference in the ways they work, some NGOs participate junior staff during decision making process about the role of individuals within administrative system.

### **2.3. Empirical studies**

This section is describe that the result of previous study on the impact of organizational culture on employee performance

#### **2.3.1. The relationship of team work culture with employees performance**

Emmanuel Osei Boakye (2015) The study held to analyze the relationships between two variables that was teamwork and organizational performance. There was clear evidence that teamwork and

other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

### **2.3.2. The connection of work ethics with employee performance**

Panigrahi, et al (2019) the study Was held to know the impact of work ethics and job satisfaction. The finding of the study revealed that quality work ethics are positively associated with job satisfaction. This findings imply that quality work ethics is one of the key attributes to increase employee's job satisfaction together with other organizational outcomes.

Ojo, kuku,et al.(2012) A research on the Impact of leadership style on Organizational performance on Nigeria Bank Nigeria. The finding shows that there was positive and negative correlation between performance and leadership style. So that the study concluded that transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to bank especially in this global competitive environment.

Abdul. Basit (2017) The purpose of the study was to identify the impact of leadership style on employee performance on privet organization in Selangor. And the finding that there is a significant and positive impact of democratic and laissez-faire leadership styles on employee performance.

The research conducted on employees job satisfaction and performance on Small- Scale Business in Cavite,Philipianse,(2016)

### **2.4. Conceptual frame work of Organizational culture**

There are different organizational culture models and frame works in relation to organizational culture such as:-

Edgar Schein's Model of Organizational Culture Schein (2004) believed that there are three levels in an organization culture and his model focuses on artifacts, values, and assumptions.

**Robert A Cooke's Model of Organizational Culture**, it concerns 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: Constructive culture which encourage healthy interaction amongst the employees. 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. Aggressive culture, promote competition among the employees, they encourage the employees to compete against each other so that each one performs better than his fellow worker. Cooke (1987)

**Hofstede's Model of Organizational Culture**, 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. And he introduce six factor of influence culture in the work place that is:-

**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.

**Masculinity vs. Feminist**: this refers to the effect of differences in male and female values on the culture of the organization.

**Individualism Vs Collectivism**: It described the degree to which an organization integrates a group mentality and promotes a strong sense of community as opposed to independence within the organization.

**Uncertainty avoidance** describes an organization's comfort level with risk-taking.

**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.

**Tolerance vs. Restraint**: this pertains to the amount (and ease) of spending and fulfillment of needs.

**Daniel Denison's Model of Organizational Culture Denison (1990)**

**Consistency Theory:**

According to the consistency theory, organizations tend to be effective because they have strong cultures that are highly consistent, well-coordinated and well integrated (Davenport, 1993; Saffold

1988). Employee behavior is rooted in a set of core values and leaders and followers are skilled at reaching an agreement even when they have differing views (Blois, Cook & HunSaker(2007). This type of consistency is a powerful source of stability and internal integration that results from a common mindset and a high degree of conformity (Senge, 1990).

### **Involvement Theory:**

This theory is based on the idea that involvement and participation will contribute to a sense of responsibility and ownership and hence organizational performance and loyalty (Baker, 2002). Effective organizations empower their people, build their organizations around teams, and develop human capability at all levels (Beker 2004). Administrators, managers and employees are committed to their work and feel that they own a portion of the organization. Individuals at all stages feel that they have at least some involvement into decisions that will affect their work and that their work is directly connected to the goals of the organization.

### **Adaptability Theory:**

This theory is based on the idea that norms and beliefs that enhance an organization's ability to receive, interpret and translate signals from the environment into internal organizational and behavioral changes will promote its survival, growth and development. Ironically, organizations that are well integrated are often the most difficult ones to change due to the deep levels of adaptability acquired over time (Kanter, 1993). Adaptable organizations are driven by their customers, take risks and learn from their mistakes and have the capability and experience at creating change (Nadler, 1998; Senge, 1990). Such organizations are continuously changing their systems to promote improvements and provide value for their customers (Stalk, 1988).

### **Mission Theory:**

Successful organizations have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of how the organization will look in the future (Mintzbert, 1994). When an organization's fundamental task changes, changes also occur in other features of the organization's culture (Ahmad, 2012). Consistency theory and mission theory tend to promote stability whereas involvement theory and adaptability theory allow for change and adaptability. Consistency theory and involvement theory see culture as focusing on internal organizational dynamics while mission theory and adaptability theory see culture as addressing the relation of the organization to its external environment (Baker, 2004). This study uses Denison model the reason to select this model is that The Denison model is based on over two decades of

research linking culture to bottom-line performance measures such as profitability, growth, quality, innovation and customer and employee satisfaction. His studies focused on organizational culture and organizational effectiveness centered on behavioral based, is fast and easy to implement and is applicable to all levels of the organization. Denison's model has been developed starting from the Schein (1985) approach to organizational culture. Therefore, the core of the model is represented by the underlying beliefs and assumptions. In this model, the comparison between organizations is made according to the surface-level values and their manifest practices. So that this model is more suitable according to the objective.



Figure -2: Relationship between dependent and independent variables.

In general terms organization culture is a combination of human behavior (people behave within the organization) and organizational structure (way of leadership, involvement of employee) to contribute unique social and psychological environment of an organization and improvement of employee as well as organization performance.

## **CHAPTER THREE**

### **Research Methodology**

#### **3.1.Introduction**

Research methodology as the set specific procedures or techniques used to identify, select, process, and analyze information about a topic Wilkinson (2019). There for this section of the study deals with the methodology, which includes the research design and approach, target population, data types & sources, data collection instruments, ethical considerations, and methods of data analysis.

#### **3.2.Research Design and Approach**

It dictates the procedures for research that span the decisions from broad assumptions to detailed methods of data Collection and analysis (Cresswell, 2009). Appropriate and efficient researches design will help to achieve the objective of the study.

The study adopted explanatory research design to collect reliable information and to find explanation for observed phenomena. The research determine the feasibility of conducting the study, develop techniques and a sense of direction for research and developing well-grounded picture of the situation. To determine the impact of organizational culture on employee performance, the researcher adopted quantitative approach to quantify the response of respondents and to evaluate the effect of organizational culture on employee performance at eight non-governmental organization those are The carter center Ethiopia, Task force for global health, Development expertise Center, Word for the world Ethiopia, Ethiopian kale hiwot church development commission, Ethiopian genet church development Association, Horn of Africa evangelical mission engagers, Meserte kirstos church relief and development Association.

According to, Ms Sheela Prabahu (2014). Quantitative research refers to the extent or size of correlation between two or more variables. It is mostly questionnaire-based. It is expressed in terms of number or value or quantity. The study adopted quantitative approach to determine how organizational culture is associated with employee performance in selected NGOs. This quantitative method applied to measure features of the variables in order to explain what is observed. The approach selected because it is relatively conclusive answer to the research questions. Examinations from 202 employees in 8 various non- governmental organizations in



order to search organizational culture impact on employee performance. Organizations are purposively selected because of familiarity and easily finding of necessary data.

### 3.3. Target Population

All Employees working on selected non-governmental organizations that located in Addis Ababa are the target Population of this study. The study excluded their regional office located in different region of Ethiopia because of their geographical location, time and financial constraint. Furthermore, all head office staff who are professionals working in different departments are considered. Non-professional staff are not included due to the nature of the questions. This is therefore there is no sampling technique applied for the study because all target population considered as a sample. From selected non-governmental organizations total staff strength of 199 taken as target population for this study, and exclude 74 non clerical staff from the total number of 273 employee with in selected organization. The data are organized based on HR department of each organization. The following table presented name of organizations, total staff size and number of non-clerical staff within particular organization.

Target Population of Selected organization as of February 20/2020 the following table shows that list of organization, head office staff size, percent of total size of selected organization and total number of employee according each human resource data base .

**Table 3.1 Target population within eight selected organizations**

Organization	Head office Staff Size	Non clerical staff	Prof. Staff	% of staff
EGCDA	28	6	22	11
WFTWE	18	3	15	8
TFGH	12	3	9	4
DEC	34	9	25	13
MKCRDA	41	15	26	13
EKHCDC	51	17	34	17
TCCE	69	15	54	27
HOAEME	20	6	14	7
<b>Total</b>	<b>273</b>	<b>74</b>	<b>199</b>	<b>100%</b>

### **3.4. Instrument Design/Measurement.**

The measuring instrument for the independent variable of organizational culture adopted the Daniel Deniso's Model of Organizational Culture Denison,(1990)

All respondents will ask their perceptions on employee performance and organizational culture on a five-point Likert Scale. In this scoring system, for each of the five response categories (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree).

### **3.5. Data Collection Procedures**

In the questionnaire, two categories of major variables are measured. The independent variable is organizational culture while the dependent variable is employee performance. After formal discussion and approval held with concerned party with all selected organizations and school advisor, data collection mechanism were designed based on related literature review and developed research questions.

Primary and secondary data collection methods are implemented. The primary source of data were collected from selected local and International NGOs through structured questionnaires. Organization culture questions were developed from Denison(1990) and performance related questions adopted from Onyango (2014) with some changes. Because questionnaires are less time consuming, simple way to collect, and it is a cost effective option. Secondary data are collected by observing documents like HR records and manuals. The questionnaire distributing procedure was through an E-mail, Telegram, and physical delivery on hard copy to the staff in different levels and divisions of the organization.

### **3.6. Data Analysis Techniques,**

Data analysis refers to examining what will be collected in a survey or experiment and making deductions and inferences (Donald and Delno, 2006). Prior to analysis of the data, the researcher carries out data cleaning. A data cleaning procedure enables to spot and eliminate all errors emanating from unclear responses, omission of unwanted data and other related mistakes. And primary data collected from questionnaire were analyzed by using descriptive and regression analysis. Descriptive analysis (Mean, Standard deviation, frequency & percentage) for demographic data and regression analysis (correlation and regression) model to analyze the

relationship of dependent and independent variables. (SPSS 16) package were employed in the analysis of different variables; consequently, the finding are presented in graphs, charts, tables (percent and numbers).

### **3.7. Research Ethics and Instrumentation Procedures**

#### **3.7.1. Ethical consideration**

Ethics is as standard of disciplines for deciding how to act for existing problem. It is very important to promote knowledge and truth. This research try to minimize error and to provide quality information.

In order to address ethical consideration in this research before starting questions providing adequate evidence and promises about the confidentiality and honesty of information they give. Avoided any type of discrimination, unnecessary words when developing questionnaires and choosing respondents. Keeping the respondents privacy. After collation of data without any addition and deduction report are organized based on their response or findings.

When using work of others of supporting the research acknowledgement is seriously considered

#### **3.7.2. Validity and Reliability**

Validity is a methodological soundness or the appropriateness of the instruments used (Hashim et al. 2007). It is the extent to which factors influencing a true reflection of reality rather than the result and the ability to measure what is supposed to be measured (Robson 2011). Reliability focused on stability, loyalty, and reliability of the results of research. It is a key concept in research because, it used to reduce errors during the analysis of responses to questionnaires (Neuman 2012).

#### **Reliability Test**

It is very important for a researcher to conduct a reliability test so as to measure the reliability of different variables in this research. To response validity and reliability issue pilot test was taken from 15 different employee who work on selected company to cheek the questionnaire developed to meet desired objective and to correct any unclear ideas from the questionnaire before final questionnaire distributed.

The table below shows that overall questions asked to the respondent's cronbach's Alpha (a) value. All 65 questions asked to the respondents which is an internal consistency test and scale deemed reliable for further analysis.

**Table 3.2 Reliability Test**

	N	%
Case Valid	15	100
Excluded	0	0
Total	15	100

Corabach's Alpha	N of Items
.871	60

**Source: SPSS output 2020**

## **CHAPTER FOUR**

### **RESULT AND DISCUSSION**

#### **4.1.Introduction**

Interpretation and analysis presented in this chapter that collected from selected organization about the impact of organizational culture on employee performance starting from demographic characteristics to relationship of employee performance with leadership culture.

#### **4.2.Response rate**

The study has target population of 199 out of which 184 are participated in survey

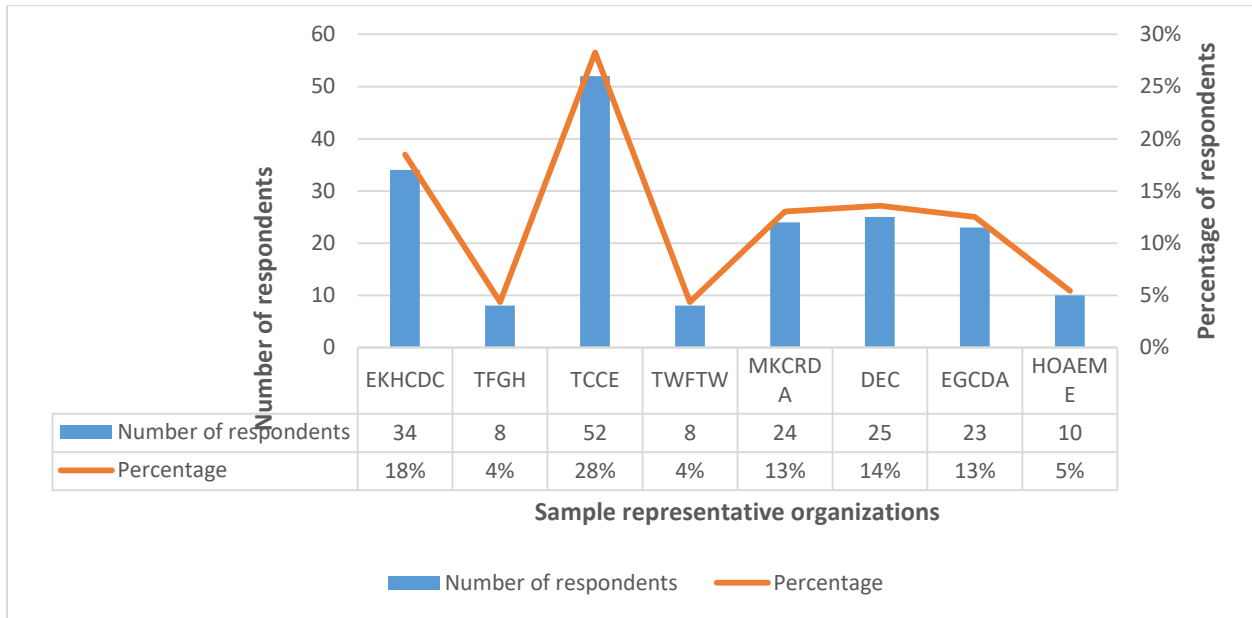
**Table 4.1**

<b>Description</b>	<b>Respondents / Employee</b>
Target population	199
Questionnaire distributed	199
Questionnaire returned	184
Response rate	0.92

#### **4.3.Demographic Characteristics:**

Total number of respondents for this study is 184 representing a total of eight organizations both from local and international organizations as shown below in

Figure 4.1. Number of Organization with percentage respondents.



**Source: Personal survey 2020**

From the total 184 respondents 28% are from TCCE, 18% from EKHDCDC, 14% from DEC, 13% from MKCRDA and 13% from EGCD A, 10% from HOAEME, 8% from TFGH and finally 8% from TWFTW.

### Gender of the respondent

From the total number of respondent who participate on the survey 40% are female were as 60% are male. This indicates that almost more than half employee in all selected organization are dominated by male so that based on the finding there is no equal chance in regarding on sex.

**Table 4.2: Age, marital status and educational qualification of the respondents.**

Age in years				Marital Status (%)			Educational Qualification Level (%)			
Mean	Max	Min	Mode	Single	Married	Divorced	BA/BSC	MA/MSC	PHD	Others
37	55	24	40	31%	68%	1%	62%	35%	1%	2%

**Source: Personal survey 2020**

The age of respondent range from 24 to 55 with standard deviation of 7.12. The average age of respondent is 37. The above age group data shows that 47(25.4%) of the respondents are in the age group of 34-39 years. And 46(25%) of respondents are in the age group 29-33 years.

Respondents from age group 40-44 are 35(19%). 26(14%) of respondents are from age group 24-28. In the age group 45-49 is 20(10.8%). Finally 10(5.4%) are from the age group 50-55. In general 119(64.4%) of respondents are under 40 years. And 65(35.2%) of respondents are above 40 years. So that it can be conclude that the majority of the staff is young.

From the total respondents, 126(68.5%) are married, whereas 57(31%) single are and the rest 1(0.5%) are divorced. It indicates that majority of the respondents are married and live with their family.

The educational level of the respondents, 114(62%) have bachelor degree and the rest 65(35.3%) have second degree, and 4(2.2) have degree in other disciplines finally 1(0.5%) have PHD. More than half present have first degree so that this can be concluded that a minimum requirement is the first degree for the existed positions.

**Figure 4. 2. Fields of Study/ Discipline**

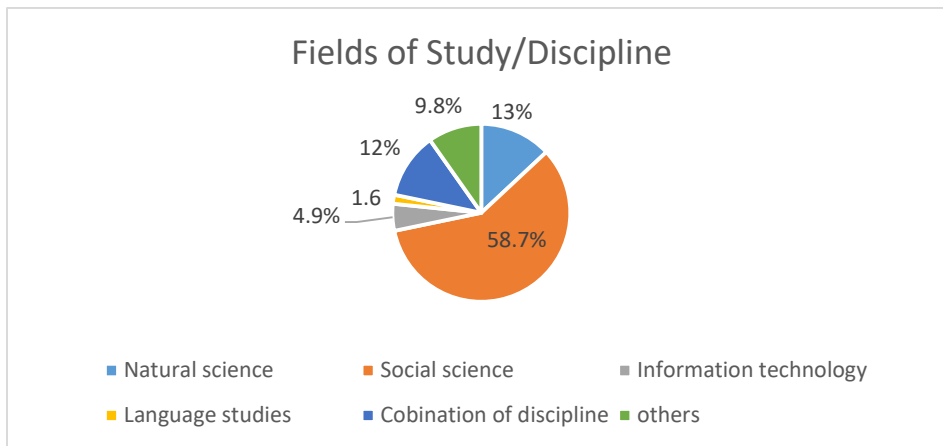


Figure 4-2: Fields of Study/Discipline (Source: Personal survey 2020)

Among the total respondent 108(58.7%) that is more than half of respondents are studied in social science 24(13%) are combination of discipline and 22(12%) natural science, 18(9.8%) of respondents studied other field of study that are not specified, 9(4.9%) are studied information technology, and 3(1.6%) are studied language. This indicates that

**Figure 4.3. Percentage of Respondents by job Categories/Positions**

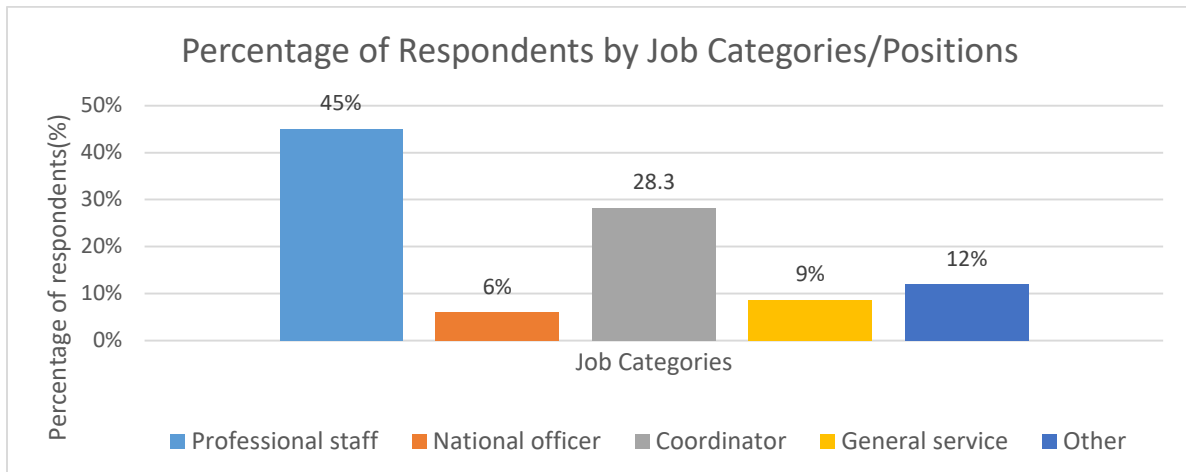


Figure 4-3; Percentage of Respondents by Job Categories/Positions (Source: Personal survey 2020)

Respondents from all job categories are involved in the survey and the researcher found that 83(45.1%) of respondents are professional staff and 52(28.3%) are coordinators, 22(12%) are from other different positions, and 16(8.7%) are general service, and 11(6%) national officer. This indicate that all employee from different division included in the survey.

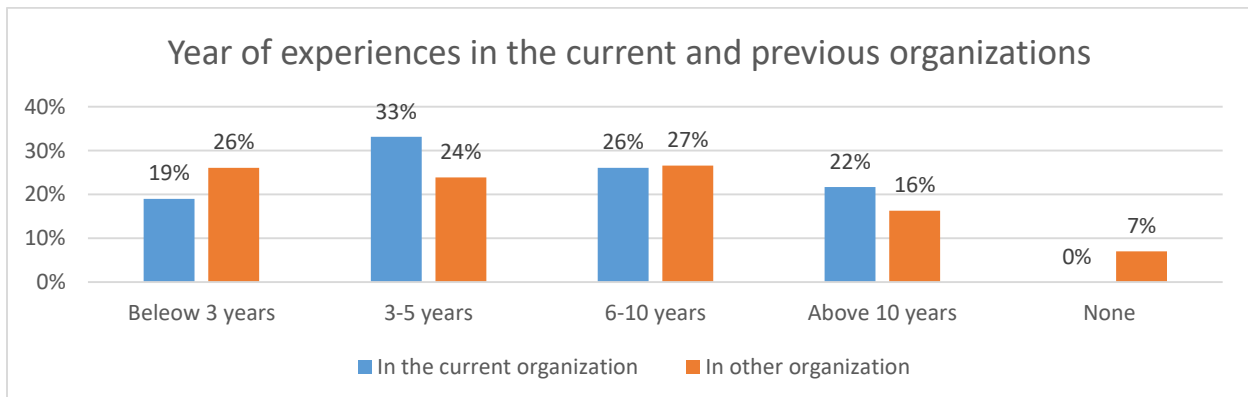
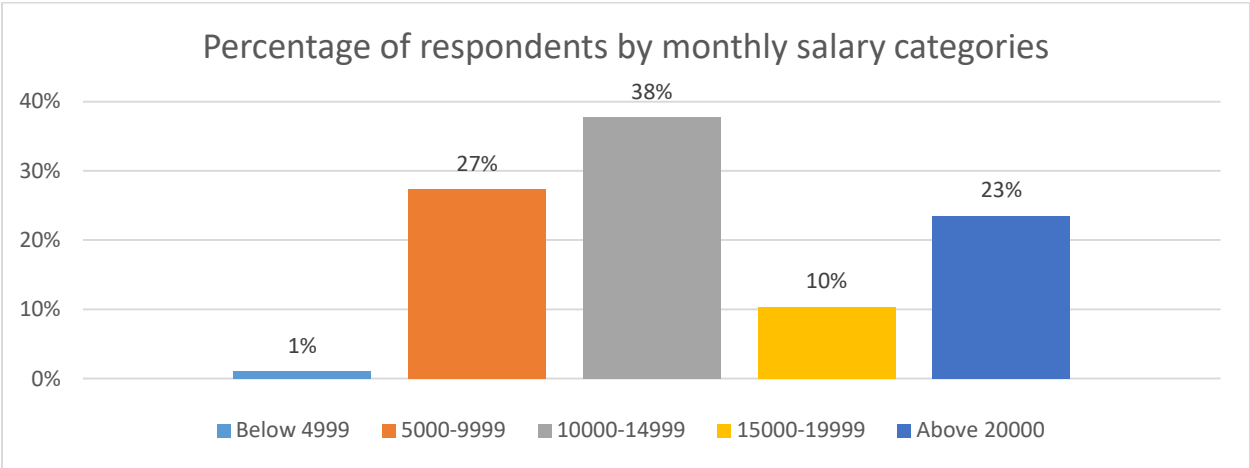


Figure 4-4 year of experiences (personal survey 2020)



In terms of employee work experience 61(33.2%) of respondent are in the range of 3-5 years of experiences and 48(26.1%) have 6-10 years of experiences and 40(21.7%) are above 10 years of experiences, 35(19%) employees are under three years experiences. This indicates that majority of respondent have long time experience in the current organization. There is 88(48% ) employee that have above 6 years of experiences in the current organizations. When we see the other graph showing the previous experience 27% of respondents have 6-10 years of experience from other organization and 26% of respondent has below three years of experience and 24% of respondent have three up to five years of experience, 16% of respondent have above 10 years of experience finally 7% of respondent have no experience before they joined current organization. The above finding help to show how much respondents know the organization and its culture describe us majority of respondents are well experienced more than enough.

**Figure 4.5. Percentage of respondents by monthly salary categories**



*Figure -Error! Use the Home tab to apply 0 to the text that you want to appear here.-3:5 percentage monthly salary categories (Source personal survey)*

The above graph tells us the 70(38%) of respondent monthly salary earn between 10000-14999 and 50(27.2%) are between 5000 -9999, and 19(10.3%) of respondents are earn 15000-19999, 43(23.4) % of respondents have gain above 20000, finally 2(1.1%) of respondents earn under 4999. Which indicate that among the total respondent in the survey more than half of respondents earn a monthly salary of under 15000. It helps to know the respondents affect by the salary scale.

## 4.4.Descriptive Analysis on organizational Culture

### 4.4.1. Involvement - Teamwork Culture

In teamwork dimension, respondents significantly agree as there is teamwork culture in the organization. To assess teamwork team work culture in sampled organization each thirteen statements are computed independently and the result (mean) 3.35 this is high mean score within thirteen statements from the range of 2.97 – 3.74. Majority of respondent agreed about the existence of teamwork in organization.

**Table: 4.3 Involvement - Teamwork Culture**

Involvement in Teamwork	Percentage of respondents (%)				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Major decisions are usually made after best information available to all	5.4	16.8	30.4	32.1	15.2
Essential information is shared for every one when it is needed	0.5	13.0	26.1	41.3	19.0
People from different work unit share a common perspective on the goals on of the organization	0.0	12.5	20.1	48.9	18.5
Everyone believes that he or she can have a positive contribution in the organization	1.6	4.4	34.4	37.7	21.9
Work is clearly organized and assigned for every position	1.1	16.8	27.7	40.2	14.1
Cooperation across different departments/divisions is actively encouraged	1.6	10.9	26.6	46.7	14.1
The capability of staff is constantly improving	4.9	26.6	32.1	28.8	7.6
Each staff goes beyond self-interest for the good of the group	1.6	18.0	48.6	25.1	6.6
I want the management to treat me as an individual rather than just a member of a group	10.9	13.1	34.4	32.2	9.3
There is strong teamwork sprit in the organization	3.3	25.0	31.0	27.2	13.6
There is unbalanced work assignment among the team members	4.9	14.1	34.8	39.7	6.5
Management considers me as having different interest, need, & ability from others.	8.7	25.0	31.5	30.4	4.3
It is easy to reach consensus within the organization, even on difficult issues	7.1	21.2	28.8	39.7	3.3

*Table 4.3 Involvement - Teamwork Culture ( Source: Personal Survey 2020)*

#### 4.4.2. Consistency- Work Ethics

In regards work ethics each six statements are computed and the mean 3.53 for six statements in the ranges between 3.32 - 3.74 for this sub category, this implies that the majority of respondents agreed the existence of work ethics. But there is also 17.7% (strongly disagree& disagree) respondents are believe that there is no work ethics culture with the organization the result above specially they argued on all employee are not fully engaged in their work and now strong culture to getting things done.

Consistency-Work Ethics	Percentage of respondents				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Ignoring core values of the organization will get you in trouble</b>	4.3%	10.3%	20.1%	42.9%	22.3%
<b>There is an ethical code that guides our behavior and tells us right from wrong</b>	0.5%	16.8%	16.3%	40.8%	25.5%
<b>There is a “strong culture” of getting things done</b>	1.1%	21.2%	22.3%	37.0%	18.5%
<b>Almost all employees are fully engaged in their work.</b>	3.8%	19.6%	30.4%	33.2%	13.0%
<b>There is a clear agreement about the right way and the wrong way to do things within the organization</b>	1.6%	12.0%	27.2%	47.3%	12.0%
<b>When disagreements occur, we work hard to achieve “win-win” solution.</b>	1.1%	16.8%	34.8%	38.6%	8.7%

Table 4.4 Consistency- Work Ethics ( Source: Personal Survey 2020)

#### 4.4.3. Mission- Value - Assumption

As show in the table below 47.3 % of respondents are strongly agree as organization’s has a clear mission that gives direction to their work, 39.7% of respondents are also agree for it. It indicates that there is strong mission that gives direction for workers. And the rest respondents are not clear on the organization mission or they are not concerned about the issue.

The nine statements in the mission culture ranges the mean score from 3.36 to 4.29 the respondents agreed that there is a clear mission that gives direction to work and leaders of the organization set clear goal for the organization. Similarly all the nine statements under Mission and value

assumption sub-dimension are agreed by employees to the level higher as per the suggested framework. With the overall agreement level of (mean) 3.80 which is significantly positive response in all sampled organizations.

**Table 4.5 Mission- Value - Assumption**

Mission- Value-Assumption	Percentage of respondents (%)				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The organization has a clear mission that gives direction to our work	1.1	2.7	9.2	39.7	47.3
Leaders of the organization set clear goal for the organization	2.7	4.3	13.6	41.3	37.5
The organizations vision creates excitement and motivation for our employees	2.2	7.1	22.8	44.6	23.4
The organizations strategic direction is clear to me	2.7	6.0	20.7	42.4	28.3
Leaders of the organization set goals that are ambitious, but realistic	1.6	10.9	19.6	52.2	15.8
There is wide spread agreement about goals of the organization	3.8	8.7	18.5	51.1	17.9
Leaders of the organization have a long term view point	0.0	11.4	18.5	46.2	23.9
We continuously track our progress against our stated goals	3.3	24.5	20.1	37.5	14.7
We are able to meet short-term demands	2.7	20.7	25.5	37.5	13.6

*Table 4.5 Mission- Value – Assumption (Source: Personal Survey 2020)*

**Source: Personal survey 2020**

#### **4.4.4. Adaptability – Leadership**

Above table shows that 19% of respondents strongly agreed, 36.4% agree and 19% are neutral, while 21.2% are disagreed finally 4.3 respondents strongly disagree. Above 55% of respondents agree that leaders of the organization follow the guideline to evaluate employee

For the second questions 14.7% of respondent are strongly agree, 32.6% agree 30.4% neutral 19% are disagree and 2.7% are strongly disagree which means medium of respondents agree easy to coordinate projects across different parts of the organization. And 30.4% of respondents are not sure whether it is easy or not almost 21% are strongly disagree. For the third question 2.2% of respondent strongly agree, 20.1% agree, 23.9 % neutral while 35.3% are disagree and 18.5% of

respondent are strongly disagree more than 50% of respondents are disagree so that they are involved when the important issue arise in the organization while around 44% of respondents are not involved which is not good condition.

From fourth question 2.2% of respondent strongly agree, 13.0% agree, 22.3% neutral while 40.2% disagree, and 22.3% strongly disagree. More than 60 % of respondents are not keep quite when the problem become serious while medium of respondents are neutral and the rest are not interfere the problem whether serious or not.

Innovation are encouraged and rewarded within the organization 7.6% strongly agree, 15.8% agree, 29.3% of respondents are neutral 22.3% disagree,25% of respondents disagree so that almost more than 47% of respondents are confirmed that there is no innovation encouragement while 22.3% are not sure about the issue and the rest are agreed.

There is strong influence by leadership on the day today operation 5.4% strongly agree 42.4% agree 23.9% neutral 18.5% disagreed and 9.8% strongly disagreed. Almost above 48% which is majority of respondent agreed about the influence by leaders in day today operation while almost 29% are not agreed for the issue arise.

Employee respected by their immediate supervisor 24.5% strongly agree, 50.5% agreed 17.4 neutral, 5.4 disagreed and 2.2 strongly agreed which means more than half of respondents are respected by their immediate manager or supervisor of course there are employee that not agreed for the issue those are above 7% and there are also neutral response.

There is internal challenge to perform better 6.5% of respondents strongly agreed, 50 % agreed, 27.7% neutral. While 10.3% disagreed and 5.4% strongly disagreed. Which means above half percent of respondents agreed about the existence of challenge to perform better while medium of people are not sure whether the issue is exist or not and around 15% are not agreed they believe there is no challenge on the organization to perform better.

There is continuous follow-up to cheek staff performance whether on track or not 6.5% strongly agreed, 48.4 agreed, 20.1neutral, 19% disagreed, and 6^ strongly disagreed. Which means more than half percent of respondent agree about whether employee on the truck or not while almost above 46 % respondents disagree and not clear for them.

In general terms response cumulative of nine statements and range from 2.33 to 4.5 average level of agreement or mean is 3.12. Which tells us there is also disagreement about the comfortable leadership.

**Table 4.6 Adaptability - Leadership**

Adaptability - Leadership	Percentage of respondents (%)				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Leaders of the organization follow the guidelines that they set to evaluate employees	4.3	21.2	19.0	36.4	19.0
It is easy to coordinate projects across different parts of the organization	2.7	19.0	30.4	32.6	14.7
I avoid getting involved when important issue arise in the organization	18.5	35.3	23.9	20.1	2.2
I do not interfere until the problem/issue at hand becomes serious	22.3	40.2	22.3	13.0	2.2
Innovation are encouraged and rewarded within the organization	25.0	22.3	29.3	15.8	7.6
There is a strong influence by the leadership on the day to day operation of the staff	9.8	18.5	23.9	42.4	5.4
My immediate supervisor and manager respect me	2.2	5.4	17.4	50.5	24.5
There is internal challenge within the organization to perform better	5.4	10.3	27.7	50.0	6.5
There is continuous follow-up to check whether staff performance is on track	6.0	19.0	20.1	48.4	6.5

*Table 4.6 Adaptability – Leadership ( Source: Personal Survey 2020)*

#### 4.4.5. Employee Performance

The respondents response under the table is 15.3 % strongly agreed, 59% agreed, 20.8% neutral, and 3.8% disagreed, 1.1% strongly disagreed. Which means majority of respondents more than 75 present completed their job assignment on time whereas around 25 present are neutral and they are not completed their job on time. 13% of respondents strongly agreed, 55.4% agreed, 20.7% neutral and 9.8% disagreed, 1.1% strongly disagreed for evaluate quality of their own work for excellency. Which is a very good result above 68 % of respondent evaluate their work. Whereas almost 30% of respondent are not evaluate and they did not clear whether rated or not.

As shown from the table under 22.3% of respondents strongly agreed, 56.5% agreed, 16.8 neutral, 2.2 disagreed, and 2.2% strongly disagreed. So that majority of respondents think as I have significant contribution for the organization which is very interesting for good performance whereas around 16.8 % of respondent are not sure whether there have significant contribution or not. And less than 5% of respondent believe that I have no significant contribution on the

organization. 3.3% of respondent strongly agreed, 7.6 % agreed 7.6 neutral, 32.6% disagreed and 48.9% strongly disagreed which is almost above 80 percent of respondent are available when they needed, and almost 8 % are not sure for availability when they needed and the rest are not available.

As we seen in the table below 23.4% of respondent strongly agree, 57.6% agreed, and 16.3% of respondent are neutral, 2.7% strongly disagreed. Above 80 percent of respondents are responsible for the organization and 16.3 % respondents are not sure about their responsiveness, and the rest are known they are not responsive for their organization. Which means majority of respondents are responsible for the organization it is very important for organization performance and employee performance too. For the question I planned my work so that it was done on time 15.8% of respondents strongly agreed, 62.5% agreed, 10.9 neutral and 9.8% disagreed, and 1.1% strongly disagreed. Which means almost above 79 percent of respondent planned their work before so that they are fruitful on their work. Whereas almost above 20 % of respondent are not plan their work so that there is negative influence on their performance, the rest are not sure for planning or not.

**Table : 4.7 Performance**

Performance	Percentage of respondents (%)				
	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
<b>I always complete my job assignments on time</b>	1.1	3.8	20.8	59.0	15.3
<b>I rated the quality of my work in the last performance excellent.</b>	1.1	9.8	20.7	55.4	13.0
<b>I have significant contribution for the organization</b>	2.2	2.2	16.8	56.5	22.3
<b>I am not available when the organization needs me</b>	48.9	32.6	7.6	7.6	3.3
<b>I am very responsive in the organization</b>	2.7	0.0	16.3	57.6	23.4
<b>I planned my work so that it was done on time</b>	1.1	9.8	10.9	62.5	15.8
<b>I was able to perform my work well with minimal time and effort</b>	1.6	2.2	17.9	62.0	16.3
<b>I always reach my objective set (performance target).</b>	2.7	6.0	21.2	62.5	7.6
<b>I review my performance continuously for improvement.</b>	1.1	12.5	19.6	56.5	10.3
<b>I have a complete knowledge and understanding of my tasks.</b>	1.1	0.5	6.5	67.9	23.9
<b>I do my job independently.</b>	4.3	6.0	20.1	43.5	26.1
<b>I have the required skills to perform my task.</b>	0.5	0.5	4.9	67.4	26.6
<b>I perform my work well to the expected standards.</b>	0.5	1.6	14.7	62.5	20.7
<b>I have confidence to achieve organization's goal</b>	1.6	8.7	10.9	51.9	26.8

*Table 4.7 Performance (Source: Personal Survey 2020)*

## **4.5.Descriptive Analysis of The relationship between organizational culture and employee performances**

The overall objective of this study was to examine and understand the relationship between the organizational culture and the employees' performances in the sampled organizations. Given the broader nature of the organizational culture, the researcher has chosen work ethics and organizational leadership to represent organizational culture.

### **4.5.1. The relationship between work ethics and employees' performances**

The researcher selected two elements, which are believed to represent the work ethics aspect. These two elements are the presence of an ethical code and clear agreement between the organization and employees about the right and wrong way to do things. The employee performance was represented by the quality of the recent work performance of the employees.

According to the study findings, about 54% of the employees who rated positively (agree and strongly agree) the quality of their work was excellent during the last performance also rated positively (agree and strongly agree) the existence of an ethical code that guides employees' behavior and inform the right from the wrong. Less than 6% of the employees who rated negatively (disagree and strongly disagree) that the quality of their work in the last performance was excellent have also rated negatively that existence of an ethical code that guides employees' behavior and inform the right from the wrong.



**Table 4.8. Employee performance in relation to work ethics**

			Employee Performance (EP)				
			I rated the quality of my work in the last performance excellent.				
			Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
			Table N %	Table N %	Table N %	Table N %	Table N %
<b>Work Ethics (WE)</b>	<b>There is an ethical code that guides our behavior and tells us right from wrong</b>	Strongly disagree	0.0%	0.0%	0.0%	0.5%	0.0%
		Disagree	0.5%	6.0%	6.5%	2.7%	1.1%
		Neutral	0.0%	1.1%	4.9%	7.1%	3.3%
		Agree	0.5%	2.7%	8.2%	25.5%	3.8%
		Strongly Agree	0.0%	0.0%	1.1%	19.6%	4.9%
	<b>There is a clear agreement about the right way and the wrong way to do things within the organization</b>	Strongly disagree	0.0%	0.0%	1.1%	0.5%	0.0%
		Disagree	0.5%	3.3%	4.9%	2.7%	0.5%
		Neutral	0.5%	4.3%	9.2%	11.4%	1.6%
		Agree	0.0%	2.2%	3.8%	33.2%	8.2%
		Strongly Agree	0.0%	0.0%	1.6%	7.6%	2.7%

Similarly, about 52% of the employees positively rated (agree and strongly agree) the existence of clear agreement between the employees and their organization about the right way and the wrong way to do things in the organization have also positively rated (agree and strongly agree) the quality of their work was excellent during the last performance. Only less than 4% of employees who disagreed that the quality of their work in the last performance was excellent have equally disagreed the existence of clear agreement between the organizations and their staff about the wrong and right way of doing things.

#### **4.5.2. The relationship between the organizational leadership and employees' performances**

Leadership is the second aspect of the organizational culture, which the researcher considered to represent the organization culture. Three elements of leadership were selected to analyze the relationship between leadership and employees' performances. The elements were: following the organizational guideline to evaluate employees' performance, supervisor's respect towards subordinates, and regular follow-up of the staff performance by the leadership. The quality of the employees' work performance and efficiency of the employees in timely completion of the job assignment were the two aspects that the researcher wanted to assess employees' performances against the three elements of leadership discussed above. The researcher cross tabulated the three elements of leadership against the two aspects of employee performances to understand the relationship between leadership and employee's performance. Table 4.9 presents the data on the relationship between leadership and employee performance.

According to this study findings, the vast majority of (about 49%) of the respondents in different organizations who have rated positively (agree and strongly agree) that leaders of the organization follow the organization guidelines to evaluate employees' performance have also rated positively (agreed and strongly agreed) that the quality of their work during the last performance assessment was excellent. On the contrary, only less than 10% of the respondents expressed their disagreement (disagree and strongly disagree) with the fact that the leaders follow guidelines to evaluate employees' performance and the quality of their work during the recent performance evaluation was excellent.

Similarly, about 49% of the respondents who have rated positively (agree and strongly agree) that leaders of the organizations follow the organizational guidelines to evaluate employees' performance have also rated positively (agreed and strongly agreed) that they always complete their job assignment on time. Only about 3% of the respondents have negatively rated (disagree and strongly disagree) both the leadership compliance and use of the organizations guidelines to evaluate employees' performance and timely completion of the given job assignment. This implies that the efficiency of the employees (timely completion of a given assignment) might be positively related to the leadership compliance with the organizational guideline.

About 61% of the respondents who have given positive rating (agree and strongly agree) for the fact that their immediate supervisors and managers respect have also rated positively that the quality of their work during the last performance evaluation was excellent. Similarly, 62% of the respondents who completed their job assignments on time have also had respectful immediate supervisors and managers towards them. As such, having a respectful immediate supervisor and manager is very much important to enhance the performance of employees and ensure employees efficiencies.

Regular and continuous follow-up of the leadership is necessary to keep the staff performance on a track. In this study, the research asked the respondents if there is a continuous follow up of the employees' performances by the leadership compared their responses (rating) against their responses to the question on the quality of their work during the recent performance evaluation. Accordingly, about 47% of the respondents who rated positively (agree and strongly agree) that there is continuous follow-up to check whether staff performance is on track have also positively rated the quality of their work during the last performance evaluation excellent. In contrast, only less than 10% of the respondents expressed their disagreement (disagree and strongly disagree) with the fact that there is a continuous follow up of the employees' performances and with the excellent quality of their work during the recent performance evaluation.

Likewise, 48% of the respondents who rated positively (agree and strongly agree) that there is continuous follow-up to check whether staff performance is on track have also positively rated that they complete their job assignment on time. Only 3% of the respondents who have negatively rated (disagree and strongly disagree) continuous follow-up of the employees performance by the leadership have also rated negatively that there is timely completion of a job assignment.

**Table 4.9 Employee performance with Leadership culture**

		Employee Performance (EP)										
		I rated the quality of my work in the last performance excellent.					I always complete my job assignments on time					
		Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	
		Table N %	Table N %	Table N %	Table N %	Table N %	Table N %	Table N %	Table N %	Table N %	Table N %	
<b>Leadership</b>	<b>Leaders of the organization follow the guidelines that they set to evaluate employees</b>	Strongly disagree	0.0%	1.6%	1.6%	.5%	.5%	0.5%	0.5%	2.7%	0.5%	0.0%
		Disagree	1.1%	6.5%	6.0%	6.0%	1.6%	0.5%	1.1%	7.1%	10.4%	2.2%
		Neutral	0.0%	0.5%	7.6%	9.2%	1.6%	0.0%	0.0%	6.6%	9.8%	2.2%
		Agree	0.0%	1.1%	5.4%	25.5%	4.3%	0.0%	1.6%	4.4%	26.2%	4.4%
		Strongly Agree	0.0%	0.0%	0.0%	14.1%	4.9%	0.0%	0.5%	0.0%	12.0%	6.6%
	<b>My immediate supervisor and manager respect me</b>	Strongly disagree	0.5%	.0%	0.5%	1.1%	.0%	0.5%	0.0%	0.0%	1.1%	0.5%
		Disagree	0.0%	1.6%	1.1%	2.2%	.5%	0.0%	0.0%	2.7%	2.2%	0.5%
		Neutral	0.5%	4.9%	8.2%	3.8%	.0%	0.0%	1.6%	7.7%	8.2%	0.0%
		Agree	0.0%	2.7%	9.8%	31.5%	6.5%	0.5%	2.2%	7.7%	33.3%	6.6%
		Strongly Agree	0.0%	0.5%	1.1%	16.8%	6.0%	0.0%	0.0%	2.7%	14.2%	7.7%
	<b>There is continuous follow-up to check whether staff performance is on track</b>	Strongly disagree	0.0%	3.8%	0.5%	1.6%	.0%	0.0%	1.1%	3.8%	0.5%	0.5%
		Disagree	0.5%	4.9%	6.5%	7.1%	.0%	0.0%	2.2%	7.1%	9.3%	0.5%
		Neutral	0.0%	0.0%	7.1%	12.0%	1.1%	0.0%	0.0%	4.9%	14.2%	1.1%
		Agree	0.5%.	1.1%	6.0%	31.0%	9.8%	1.1%	0.0%	4.4%	31.7%	10.9%
		Strongly Agree	0.0%	0.0%	0.5%	3.8%	2.2%	0.0%	0.5%	0.5%	3.3%	2.2%

*Table 4.9 Employee performance with Leadership culture (Source Personal Survey 2020)*

## 4.6. Correlation and Regression analysis

### 4.6.1. Correlation Analysis:

The below table presents the Pearson's correlation coefficient between the four organizational culture dimensions and employee's performances which is calculated using SPSS software. According to (Field, 2009) the classification of the correlation efficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong. Positive values of correlation coefficient indicate that increase in one variable causes increase in other variable and decrease in one variable causes decrease in the other. Accordingly, the strong positive value of coefficient of correlation shows that there is correlation between organizational culture and employee performances.

Table 1: Findings of correlation analysis between variables of work performance and organization culture

		Correlations				
		Work Performance	Teamwork	Work ethics	Mission & Value	Leadership
Work Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	184				
Teamwork	Pearson Correlation	0.646**	1			
	Sig. (2-tailed)	0.000				
	N	182	182			
Work ethics	Pearson Correlation	0.600**	0.699**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	184	182	184		
Mission & Value	Pearson Correlation	0.591**	0.684**	0.686**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	184	182	184	184	
Leadership	Pearson Correlation	0.510**	0.737**	0.578**	0.563**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	184	182	184	184	184
**. Correlation is significant at the 0.01 level (2-tailed).						

Source: Author's Computation

The above correlation analysis indicates that teamwork and work ethics have the first and second highest positive relationship with employee's performance with correlation coefficient of

respectively 0.646 and 0.600 at 0.000 significance level. Mission and values, and leadership are the third and fourth ones with correlation coefficient of 0.591 and 0.510, respectively.

## **4.6.2. Regression Analysis Findings and discussions**

### **4.6.2.1. Multiple Linear Regression Model Specification**

Multiple regression analysis is a statistical tool used to test the relationship between independent variables with a dependent variable (Hair, 2010). In this study case, the dependent variable is “employee performance” and the independent variables are “teamwork”, “work ethics”, “mission and value” and “leadership”, which collectively represent an organizational culture. This relationship is explained in the following equation. Let Y denotes the dependent (or study) variable that is linearly related to n independent (or explanatory) variables  $X_1, X_2, \dots, X_n$  through the parameters  $\alpha, \beta_1, \beta_2, \dots, \beta_n$  and we write

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \dots + \beta_n X_n + \varepsilon$$

Where: Y is dependent variable,

$\alpha$  is intercept,

$\beta$  is regression coefficient,

X is independent variables

$\varepsilon$  is an error term.

In this study, there are four independent variables that represent representing an organization culture and believed to affect the independent variable, which is employee performance. The dependent variable is a continuous variable with an average value of the rating of all statements asked to study employees' performances.

#### 4.6.2.2. Multiple Linear Regression Assumptions

Multiple linear regression analysis makes several assumptions, which this study has successfully met.

**Linear Relationship:** the relationship between the independent and dependent variables should be linear. The linearity assumption can best be tested with scatterplots. The scatter plot of our data show that the relation between the dependent and independent variable is linear.

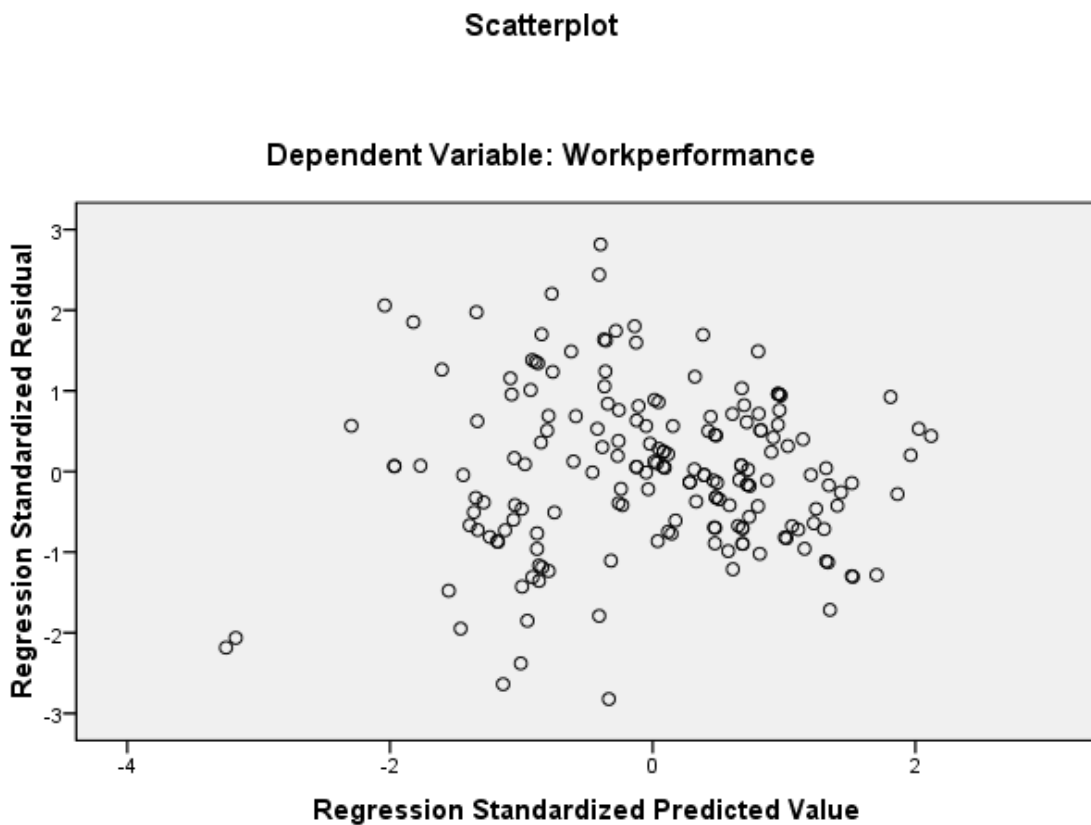


Figure-4:6 Scatterplot describing linear relationship between dependent variable and independent variables

**Multivariate Normality:** the multiple linear regression analysis requires that the errors between observed and predicted values (i.e., the residuals of the regression) should be normally distributed. This assumption can be checked by looking at a histogram, which is presented below.

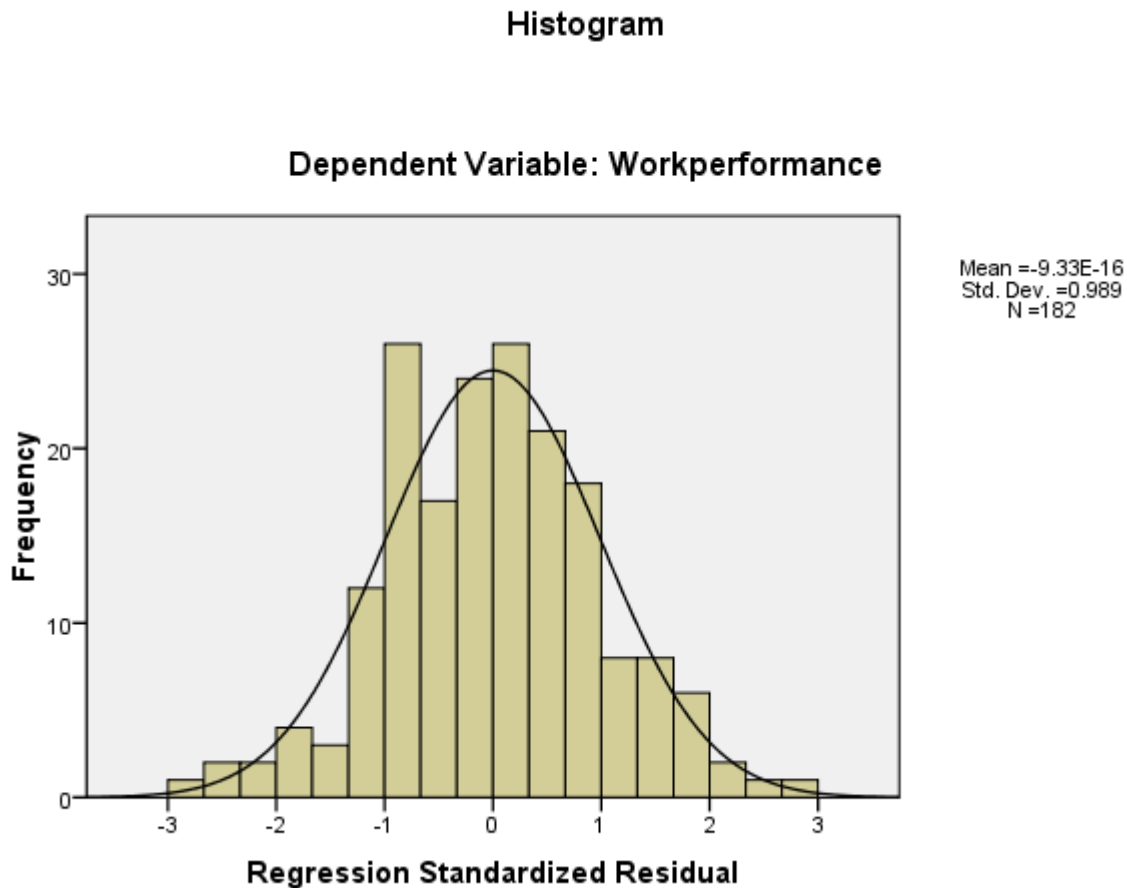


Figure 4 Error! Use the Home tab to apply 0 to the text that you want to appear here.:7 Histogram for normality test

**Multicollinearity Test:** Multicollinearity occurs when the independent variables are highly correlated with each other. Multiple linear regression assumes that there is no multicollinearity in the data. Two major methods were utilized in order to determine the presence of multicollinearity among independent variables in this study. The first method is referring the correlation matrix and the second method involved calculation of both a tolerance test and variance inflation factor (VIF), the results of these analysis are presented in the below table.

Method One-Correlation matrix: The model is free from multicollinearity if the magnitude of the correlation coefficients should be less than 0.80 in a matrix of Pearson’s bivariate correlations among all independent variables. As discussed above under correlation analysis section, all the correlation coefficients are computed for all the independent variables are less than 0.8. Therefore, the data is free from multicollinearity.



Method Two- Tolerance and Variance Inflation Factor (VIF) – The VIFs of the linear regression indicate the degree that the variances in the regression estimates are increased due to multicollinearity. In social sciences research, a VIF value as below 10 and tolerance above 0.02 is considered to be acceptable (Field, 2009).

Table 4:8 Multicollinearity tests (Tolerance and VIF)

Independent Variables		Collinearity Statistics	
		Tolerance	VIF
	(Constant)		
	Teamwork	0.316	3.169
	Work ethics	0.427	2.343
	Mission and Value	0.445	2.247
	Leadership	0.446	2.241
a. Dependent Variable: Work Performance			

As shown in the above table the output of Tolerance is above 0.02 and VIF less than 10 for all the independent variables. Therefore, as there is no multicollinearity problem among the independent variables, they can be considered in the model estimation.

**Homoscedasticity Test:** This test is useful to examine whether there is a difference in the residual variance of the observation period to another period of observation. A scatterplot of residuals versus predicted values is one way of checking for homoscedasticity. There should not be clear pattern in the distribution of the residual; if there is a cone-shaped pattern, the data is heteroscedastic. Looking at the scatterplot presented above, we can know that our data has no problem of homoscedasticity.

The other approach to do homoscedasticity test is to use the Durbin-Watson statistic, which is presented below in the Model Summary Table. The Durbin-Watson statistic is a test statistic used to detect the presence of autocorrelation at lag 1 in the residuals (prediction errors) from a regression analysis (Durbin and Watson, 1950 & 51). This statistic can vary from 0 to 4. In order to clear a data from autocorrelation, the Durbin-Watson statistics value should be closer to 2, where any value less than 1 and beyond 3 considered to be of a big concern. In this study case, the value of Durbin- Watson is 1.56, so we can say this assumption has been met

### 4.6.2.3. Multiple Linear Regression Results and Discussion

#### 4.6.2.3.1. Model Summary

Summary of the multiple regression is presented below in the table. The table summarized some important information such R, R square, Adjusted R square, Standard error of the estimate and Durbin-Watson statistic.

Table 2:9 Regression Model Summary

Model Summary <sup>b</sup>					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.690 <sup>a</sup>	0.477	0.465	0.37152	1.560
a. Predictors: (Constant), Leadership, Mission and Value, Work ethics, Teamwork					
b. Dependent Variable: Employee Work Performance					

According to Kinnear and Gray (2010), the value of R is an absolute value of the Pearson correlation between the dependent variable and independent variable (s). The R value in this study is 0.69. The R square value is the square of this coefficient (R) and indicates the percentage of variation explained by your regression line out of the total variation. It provides information about “how much of the variance in dependent variable is explained by the model” (Pallant, 2013: 161). R square takes the value ranges from 0 to 1 and the closer the value of R square to 1 the greater portion of dependent variable explained by the model. This value tends to increase as additional predictors (independent variables) are included in the model. As such, we can get false higher R square by increasing the number of independent variables in the model. To correct this effect, adjusted R square is used. Several authors (Pallant, 2013; Tabachnick and Fidell, 2013) suggested the use of Adjusted R square in preference to R square (especially with a small sample) in evaluating a model’s ability to explain the variance of dependent variables.

As indicated in the table, the Adjusted R square of this study is 0.465, which means that the model of this research explains about 47% of the variance in employee’s work performance. This, in turn, implies that the organizational culture takes 47% of the variance on employee performance and the remaining 53% of the variance on employee performance is explained by other factors.

#### 4.6.2.3.2. ANOVA Table

One of the multiple regression model outputs is the analysis of variance table, which is commonly called ANOVA Table.

Table 4:9 ANOVA Table

ANOVA <sup>b</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	22.247	4	5.562	40.296	0.000 <sup>a</sup>
	Residual	24.430	177	0.138		
	Total	46.677	181			
a. Predictors: (Constant), Leadership, Mission & Value, Work ethics, Teamwork						
b. Dependent Variable: Work Performance						

In the above table (ANOVA), the F test results are presented. The F test tells us the statistical significance of the whole model as it checks whether independent variables involved in the model collectively have significance correlation to the dependent variable or not (Bryman, 2005). To determine whether the model is a good fit, the value of F score, which is calculated dividing Mean Square value of the Regression to Mean Square of the Residual and the significance value of F score can be used. In this study, the F score is 40.269 and it is significant at 0.000. From this we can conclude that the regression model used for this research is a good fit where all the independent variables included in this model jointly have a significance correlation to the dependent variable.

#### 4.6.2.3.3. The Relationship between Independent Variables with Dependent Variables

In order to estimate the impacts of each independent variable involved in this model to predict the dependent variable, a Coefficient table presented below can be referred.

Table 4:10 ANOVA Table

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.447	0.195		7.401	0.000
	Teamwork	0.325	0.090	0.348	3.596	0.000
	Work ethics	0.153	0.063	0.203	2.443	0.016
	Mission & Value	0.148	0.062	0.195	2.396	0.018
	Leadership	0.031	0.086	0.029	0.361	0.719
a. Dependent Variable: Employee Work Performance						

The above table reveals the result of multiple regression analysis between dependent variable (employee performance) and the four independent variables (Teamwork, Work ethics, organization’s mission and values, and leadership). As shown in the table, the study revealed that all independent variables, except the leadership have significant level below 0.05 ( $p > 0.05$ ). The standardized coefficient values of beta explains the impacts of individual independent variable on the dependent variable. As such, team work has the highest and strong effect on employee’s performances with beta value of 0.348. This mean that 34.8% of the variation on employee’s performance is caused by team work, which is significant at 0.000. In other words, an increase in team work by one unit would result in an increase in employee’s work performance by 0.348 unit of value. Likewise, Work ethics and mission & values of an organization caused 20.3% and 19.5% variation on employee’s performance at 0.016 and 0.018 signicance levels, respectively. This further mean, a unit value increase in work ethics and understanding of mission and value of an organization increases in employee’s work performance by 0.203 and 0.195 unit of values, respectively.

Therefore, the study concluded that teamwork, work ethics and missions &value positively and significantly affected employee’s performance.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1. Introduction**

This chapter provides summary of result based on the findings and conclusion from the over all of result finding. It also presents recommendations to improve the organizational culture and performances of employees.

#### **5.2. SUMMARY OF THE FINDINGS**

The study covered eight organizations to which structured survey questionnaire was distributed. The researcher sent out a total of 199 questionnaires to be filled by the staff of these organizations and collected back from 184 respondents, which gives the response rate of 92%. Out of the total respondents 60% were male and the remaining 40% were female. The average age of the respondents was 37 years and the majority of them were married. This implies that the sample organizations were staffed mostly with adults and matured enough personnel to take responsibility and deliver on the results.

The majority of staff were professionals qualified with a social sciences field of study with over six years of work experiences in their current organizations earning on less than 15,000 birr/month on average.

The study employed both descriptive and inferential analysis to estimate and understand the impacts of organizational culture on the employee performance.

In relation to teamwork practice in sampled organization, 47% respondents agreed that major decision are usually made after information available for all and about 67 % of the employee believe that people from different work unit share a common perspective on the goals of the organization, according to the descriptive analysis. About 60% of the employee believe that everyone can have a positive contribution in the organization. Nevertheless, this findings of this study indicate that there is also disagreement on the existence of teamwork culture in the organizations to certain extent. About 32% of the respondents believe that capability of staff is not

continually improved in the organizations. This might contributed to the decreased efficiency of some of the employees in the sample organizations. .

With regards to the organizations' mission, the vast majority of the respondents 87 % agree that their organizations have clear mission that gives direction to their work. This indicates that there is strong mission that gives direction to the employees of the organizations.

In relation to the leadership culture, above 55% of the staff agree that the leadership style of their organization is participatory as the leaders follow the guidelines to evaluate employees, whereas 31% of the employee were found disagreeing on the existence of participatory leadership. The influence of leadership on the day to day operation of the staff was strong according to about 48% of the staff; whereas about 28% of the staff do not agree that there is strong leadership influence on the day to day operation of the staff. About 75% of the staff were respected by their immediate supervisors. 47% of the employees do not agree about the existence of innovative culture within the organization, while substantial portion (29%) of the employees remained neutral (neither agree nor disagree) to the statement "Innovations are encouraged and rewarded within the organization". About 55% of the employees believe that there is continuous follow-up of the leadership to check whether staff performance is on track. However, quite substantial proportion of staff i.e. 25% do not agree and 20% neither agree nor disagree with the statement that there is a continuous follow-up of the leadership to ensure employees' performance is on track.

With regards to the employee's performance, close to 75% of the employees reported that they complete their assignment on time; while 68% of the respondents rated the quality of their work was excellent in the last performance evaluation. Even though the majority of the employees (70%) reported that they always achieve performance target, moderate portion (21%) of the employees reported that they were not sure, while the remaining do not always achieve their performance targets.

According to the study findings, about 54% of the employees positively agreed that the quality of their work was excellent during the last performance also rated positively about the existence of an ethical code that guides employees' behavior and inform the right from the wrong. Similarly, about 52% of the employees agree about the existence of clear agreement between the employees and their organization about the right way and the wrong way to do things in the organization.

Leadership is the second aspect of the organizational culture, which the researcher considered to represent the organization culture and the findings, the vast majority of the respondents in different organizations are positively rated that leaders of the organization follow the organization guidelines to evaluate employees' similarly, about 49% of the respondents who have rated positively rated that leaders of the organizations follow the organizational guidelines to evaluate employees' performance have also rated positively that they always complete their job assignment on time.

About 61% of the respondents who have given positive rating for the fact that their immediate supervisors and managers respect have also rated positively that the quality of their work during the last performance evaluation was excellent. Similarly, 62% of the respondents who completed their job assignments on time have also had respectful immediate supervisors and managers towards them. Regular and continuous follow-up of the leadership is necessary to keep the staff performance on a track.

Correlation analysis and multiple regression findings have also supported the descriptive analysis findings discussed above. The correlation analysis findings revealed that the four elements of the organizational culture i.e. teamwork, work ethics, organization mission and values, and leadership have positive strong relationship with employee performance with correlation coefficient of 0.646, 0.600, 0.591, and 0.510 at 0.000 significance level, respectively. The analysis of variance (ANOVA) result also showed similar findings by confirming that the regression model used for this research is a good fit as all the independent variables (organizational culture variables) included in this model jointly have a significant correlation with the dependent variable (employee performance). From this we can conclude that there is strong and positive correlation between organizational culture and employee performances.

According to multiple regression findings, all independent variables, except the leadership have significant impact on employees' performance. Accordingly, team work has the highest and strong impact on employee's performances with 34.8% contribution to the variation on employee's performance. Similarly, work ethics and mission & values of an organization impacted employee's performance by 20.3% and 19.5%, respectively. However, my study found out that leadership had no significant impact on employee's performance.

### **5.3. CONCLUSION**

The overall objective of this study was to examine and understand the relationship between the organizational culture and the employees' performances in the sampled organizations. In line with this objective, the study followed a quantitative research design and collected the required data from 184 employees of eight organizations. The researcher employed both descriptive and regression analysis to examine and estimate the impact level of the organization culture on employee's performances. Accordingly the following conclusions are drawn from the findings of the study.

According to the majority of the employees, major decisions are usually made based on the best information available and most of the employee also believe that people from different work unit share common perspectives on the organizations goals and positively contributed to the achievement of these goals. This imply that employees are given opportunities to participate in the decision making process of the sample organization to a certain extent. Most of the employees have sense of belongingness within their respective organizations and the culture of teamwork is well exercised in the sample non-government organizations. However, there are quite substantial portion of employees (28%) who believe that teamwork culture and environment should improve in the sample organizations.

With regards to the relationship between work ethics and employees' performances, this study found out that the presence of an ethical code in an organization can positively affect the quality of employees' work thereby improve their performances. Similarly, the quality of work performance of the employees can be influenced by the existence of clearly stated agreement between the organizations and employees to distinguish the right way from the wrong way of doing things. Given the finding of this study, therefore, we can deduce that there is strong relationship between work ethics and employees' performance. In most cases, employees in the organizations with better and well established work ethics have demonstrated better work performances in terms of quality of work delivery.

The study analyzed the relationship between the organizational leadership and employees' performances, found that the efficiency of the employees (timely completion of a given assignment) might be positively related to the leadership compliance with the organizational



guideline. Likewise, having a respectful immediate supervisor and manager is very much important to enhance the performance of employees and ensure employees efficiencies.

The correlation and regression analysis findings indicated that that there is strong and positive correlation between the organizational culture and employee performances particularly in relation to teamwork, work ethics and organizational mission and values.

## **5.4. RECOMMENDATIONS**

Based on the study findings, the researcher forwards the following recommendations.

- Improved employee's performance can be ensured by the existence of strong organizational culture. Therefore, management and leadership of an organization should maintain to the existing strong culture and heavily invest to develop those aspects of an organization culture, which needs improvement. The focus of organizational culture improvement should be on teamwork, innovation, and participation in decision making process among others.
- To ensure employees belongingness in an organization, their participation in decision making process wherever relevant and possible is very much important. One of the ways through which employees' engagement in decision making process in an organization can be enhanced would be through building strong team. Building a strong team cannot be realized overnight. It requires strategic approach with careful cultivation of the leadership to inculcate strong sense of team values, goals and code of ethics. Thus, organizations with weak teams and limited staff engagement in the decision making processes, particularly on those decision which affect their performance should give it a priority to resolve these issues.
- Motivation of an employee very much important to promote innovation within an organization. Innovation is a key for an organization to achieve its goals and objectives. As indicated in this study findings, almost half of the employees reported that there is no encouragement to come up with innovative ideas in the sample organizations. This show that half of the labor force of the organization is not motivated, therefore, cannot be

innovative. Therefore, the management and leadership of the organizations should emphasize on pursuing strategies that improve employees' motivation so as to facilitate creation of new idea by developing stress free the working environment.

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## APPENDIX



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Questionnaire to be filled by employees of \_\_\_\_\_

### Dear Respondent:-

This questionnaire is designed to solicit the relevant information for the research carried out on the topic “**The Impact of organizational culture on employee performance in**” The study is conducted for academic purpose for partial fulfilment of the requirements of the Master's Degree in Business Administration (MBA). Hence, your responses will be kept confidential. You need not write your name on this questionnaire. The soundness and the validity of the findings highly depends on your kind and genuine responses. Therefore, I kindly request you to fill the questionnaire carefully as soon as possible. /returned within a week/. I thank you in advance for your cooperation.

### Part I: Information about Demographic Data [Please circle around your responses

1. Sex

A. Male      B. Female

2. Age in years \_\_\_\_\_

3. Martial States

A. Single      B. Married      C. Divorced      D. Widowed

4. Educational Qualification

A. BA/BSc      B. MA/MSc      c. PhD D. Other, please specify \_\_\_\_\_

5. Discipline you were trained in

A. Agricultural sciences

B. Natural Sciences

- C. Social sciences
- D. Information technology
- E. Language studies
- F. Combination of disciplines
- G. Other, please specify \_\_\_\_\_

6. Job category at your organization

- A. Professional Staff B. National Officer C. Coordinator D. General Service E. Other

7. Years of service in this organization

- A. Below 3 years B. 3 – 5 years C. 6- 10 years D. Above 10 years

8. Years of experience in other organizations

- A. Below 3 years B. 3 – 5 years C. 6- 10 years D. Above 10 years

9. Monthly salary in Ethiopian Birr

- A. Below 4999 B. 5000 – 9999 C. 10000-14999 D. 15000-19999 E. Above 20000

**Part II:** Assessment of the organizational culture at the selected non-governmental organization. The five-point scale ranging from strongly disagrees to strongly agree. The objective is to determine key dimensions of the culture at your organization. So you are requested to indicate your perception using the following rating scale.

**1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5.Strongly agree**

**Organizational Culture Section**

	<b>Involvement- Teamwork</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1.	Major decisions are usually made after best information available to all					
2.	Essential information is shared for every one when it is needed					
3	People from different work unit share a common perspective on the goals on of the organization					
4.	Everyone believes that he or she can have a positive contribution in the organization					
5.	Work is clearly organized and assigned for every position					
6	Cooperation across different departments/divisions is actively encouraged					
7.	The capability of staff is constantly improving					



8.	Each staff goes beyond self-interest for the good of the group					
9.	I want the management to treat me as an individual rather than just a member of a group					
10.	There is strong teamwork sprit in the organization					
11.	There is unbalanced work assignment among the team members					
12.	Management considers me as having different interest, need, & ability from others.					
13.	It is easy to reach consensus within the organization, even on difficult issues					
	<b>Consistency – Work ethics</b>					
14.	Ignoring core values of the organization will get you in trouble					
15.	There is an ethical code that guides our behavior and tells us right from wrong					
16.	There is a ‘strong culture’ of getting things done					
17.	Almost all employees are fully engaged in their work.					
18.	There is a clear agreement about the right way and the wrong way to do things within the organization					
19.	When disagreements occur, we work hard to achieve ‘win-win’ solution.					
	<b>Mission- Value-Assumption</b>					
20.	The organization has a clear mission that gives direction to our work					
21.	Leaders of the organization set clear goal for the organization					
22.	The organization’s vision creates excitement and motivation for our employees					
23.	The organization’s strategic direction is clear to me					
24.	Leaders of the organization set goals that are ambitious, but realistic					
25.	There is wide spread agreement about goals of the organization					
26.	Leaders of the organization have a long term view point					
27.	We continuously track our progress against our stated goals					
28.	We are able to meet short-term demands without compromising our long-term vision of the organization					
	<b>Adaptability - Leadership</b>					
29.	Leaders of the organization follow the guidelines that they set to evaluate employees					
30.	It is easy to coordinate projects across different parts of the organization					
31.	I avoid getting involved when important issue arise in the organization					
32.	I do not interfere until the problem/issue at hand becomes serious					
33.	Innovation are encouraged and rewarded within the organization					
34.	There is a strong influence by the leadership on the day to day operation of the staff					
35.	My immediate supervisor and manager respect me					
36.	There is internal challenge within the organization to perform better					

37.	There is continuous follow-up to check whether staff performance is on track					
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**1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly agree**

**Employee Performance section**

	Survey Statement	1	2	3	4	5
1.	I always complete my job assignments on time					
2.	I rated the quality of my work in the last performance excellent.					
3.	I have significant contribution for the organization					
4.	I'm not available when the organization needs me					
5.	I am very responsive in the organization					
6.	I planned my work so that it was done on time					
7.	I was able to perform my work well with minimal time and effort					
8.	I always reach my objective set (performance target).					
9	I review my performance continuously for improvement.					
10.	I have a complete knowledge and understanding of my tasks.					
11.	I do my job independently.					
12.	I have the required skills to perform my task.					
13.	I perform my work well to the expected standards.					
14.	I have confidence to achieve organization's goal					