



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

**ASSESSMENT OF ORGANIZATIONAL CULTURE PRACTICE:
THE CASE OF ETHIOPIAN RAILWAYS CORPORATION**

BY

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**JANUARY, 2020
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Table of Contents

ACKNOWLEDGEMENTS.....	iv
ACRONYMS/ABBREVIATIONS.....	v
LIST OF TABLES.....	vi
ABSTRACT.....	vii
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.2 Background of the Organization	2
1.3 Definition of Key Terms	3
1.4 Statement of the Problem.....	3
1.5 Research Questions.....	5
1.6 Objectives of the study.....	5
1.6.1 Overall Objectives	5
1.6.2 Specific Objectives.....	5
1.7 Significance of the study.....	5
1.8 Scope of the Study	5
1.9 Limitations of the Study.....	6
1.10 Organization of the Study	6
CHAPTER TWO: REVIEW OF RELATED LITERATURE	7
2.1.1. What is an Organizational Culture that is Worth to Talk?	7
2.1.2. Expressions of Organizational Culture.....	8
2.1.3. Levels of Organizational Culture	9
2.2. The Importance of Culture in Organizations	10
2.3. Means Of Expressing the Existence of Organizational Culture.....	10
2.4. Dimensions of Organizational Culture	12
2.5. Transforming Organizational Culture.....	14
2.6. Empirical Review.....	17
CHAPTER THREE: RESEARCH DESIGN &METHODOLOGY.....	19
3.1. Research Design and Approaches.....	19
3.2 Target Population , Sample Size and Sampling Technique	19
3.2.1 Target population	19
3.2.2 Sample Size.....	20

3.2.3	Sampling Techniques	21
3.3	Procedure of Data Collection	22
3.4	Pilot Testing	22
3.5	Validity	22
3.6	Reliability.....	23
3.7	Methods Of Data Analysis.....	24
3.8	Ethical Considerations	24
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION		25
4.1.	Response Rate	25
4.2.	Demographic Characteristics of Respondents	25
4.3.	Analysis of Collected Data	28
4.3.1.	Innovative Culture.....	28
4.3.3.	Stable Culture.....	35
4.3.4.	People oriented culture.....	37
4.3.5.	Team Oriented Culture.....	39
4.3.6.	Attention To Detail Culture.....	41
CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS		45
5.1.	Summary of Major Findings	45
5.2.	Conclusions.....	46
5.3.	Recommendations.....	47
	References.....	49
	APPENDEX ‘A’: SURVEY QUESTIONNAIRE.....	52
	APPENDEX ‘B’: SURVEY QUESTIONNAIRE.....	56
	Declaration.....	57

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ACRONYMS/ABBREVIATIONS

ERC: Ethiopian Railways Corporation

AALRT: Addis Ababa Light Rail Transit

ROWE: Return Oriented Work Environment

FDRE: Federal Democratic Republic of Ethiopia

OCP: Organizational Culture Profile

LIST OF TABLES

Table 3.1: Sample size determination.....	20
Table 3.2:List of Positions of Ethiopian Railways Corporation at H.Q.....	21
Table 3.3: List of Positions of Ethiopian Railways Corporation at A.A.L.R.T.....	22
Table4.1: Response Rate of questionnaire.....	25
Table 4.2: Demographic Profile of Respondents.....	26
Table 4.3: The Respondents' Observation On Innovative Culture	29
Table 4.4: The Respondents Observation On Aggressive Culture	31
Table 4.5: The Respondents' Observation On Outcome Oriented Culture	33
Table 4.6: The Respondents' Observation on Stable Culture	35
Table 4.7: The Respondents Observation On People Oriented Culture	37
Table 4.8: The Respondents Observation On Team Oriented Culture	39
Table 4.9: The Respondents' Observation on Attention to Detail Culture.....	42

ABSTRACT

The study was planned to assess the Organizational Culture at Ethiopian Railways Corporation. There are a number of organizational culture dimensions, for this study innovative culture, aggressive culture, outcome oriented culture, stable culture, people oriented culture, team oriented culture and attention to detail culture are selected. To achieve the previously announced objective, study data were collected from employees of the Corporation who are working at Head Quarter and Addis Ababa Light Rail Transit (AALRT) by way of structured questionnaire. The validity of the developed questionnaire was tested by communicating with the advisor and to measure its reliability Cronbach Alpha were applied. Total number of target population was 1600 out of which 200 were determined to be sample respondents. From the distributed 200 questionnaire 90% (180) were collected and out of those collected only 173 were successfully filled and returned to the researcher, the rest 7 were incomplete or entirely not filled. Descriptive statistics and frequencies were applied to analyze the data and mean and percentage are used to interpret the data collected. The findings of the study show that though employees are expected to in accordance with the instructions given from their supervisors, the Corporation as a company is behind in building attention to the detail culture. The Corporation in general is good in team oriented culture, as the response implies most respondents have agreed that there is team oriented culture. Therefore, team oriented culture is a dominant culture of the Corporation. But in the Corporation modeling those who work in team is not practiced. As the response indicated employee turnover is relatively low when compared to other companies. This is a golden opportunity for the Corporation has to build the intended culture and enhance productivity and innovation. The Corporation has to consider its employees as valuable asset. Hence, the researcher generally recommends, Ethiopian Railways Corporation has to stress on productivity, innovation, cooperation and work discipline.

Key words: Productivity, Innovation, Cooperation, Work Discipline, Organizational Culture

CHAPTER ONE

INTRODUCTION

As an introductory chapter, the chapter presents the concept of organizational culture, definition of key terms, the problems that the research tried to investigate, the basic research questions to be addressed the objective of the study, significance of the study, limitation of the study and scope of the study.

1.1 Background of the Study

Organizational culture describes specific group of peoples or an institution's way of knowing, and understanding values and beliefs. These values and beliefs are set up over time, are considered valid, and are taught to new members who enter into the culture. Organizational beliefs and values are directing standards that control the development of individuals' attitudes towards the organization and the way individuals within that culture formulate resolution or invest their time.

There is no single agreed-upon definition about what organizational culture is. It has been defined in many different ways by different scholars. Schein (1985: p 9) describes organizational culture as "a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems." Schein's description emphasizes that organizational culture consists of assumptions of those who are the first to create it and passed it for the coming generation like alegacy.

Culture is an unswerving, visible regular form of behavior in organizations (Michael D. Watkins, 2013). As cited by Michael D. Watkins, Aristotle defined culture "We are what we repeatedly do." This means we are expressed by what we continually do, not by what we believe, feel or sense. This outlook brings to the fore that the foundation of culture is the frequent behavior or habits. And according to Geert et al (2010) as cited by CRC Press "It is the combined programming of the mind that distinguishes the members of one group or category of people from others", Kotter and Heskett (1992) defined culture as "a set of beliefs, values and behaviors commonly held by a society, being derived from social anthropology a framework for understanding 'primitive' societies." In general the above definitions can be summarized as organizational culture is a

collection of what a group of people accept, values and behaviors that they display. It is uniquely attributable for every organization.

An organization's culture is the logical way employees, leaders, and work groups behave and act together. It is known that company culture is collectively composed of values, beliefs, norms, language, symbols, and habits. These components are the reflections of those that were figure persons who dominantly affected the company culture during its inception and drew the road map of the company for its coming generation to follow. The leader is the voice of the company and hence, plays a huge role in shaping the company culture. The culture of the organization is invented by the leader, there after HR guards it. HR head and personnel have to ensure that the culture is maintained, adhered to and violators are not tolerated.

Building a culture becomes next to impossible if the leader does not know and plan the kind of a team and behaviors he/she needs to develop to achieve the long term goals. Once built this culture continues to be widely accepted and practiced among members of the group as far as diametrical events cause to change the culture and persuade new habits in people.

1.2 Background of the Organization

Railway Technology was first introduced to Ethiopia around 1908 with the construction of a railway line that stretches from the port of Djibouti to the Ethiopian capital city of Addis Ababa. This railway line is considered to be one of the oldest railway lines in sub-Saharan Africa. It has been used as the main exit to the sea port of Djibouti for import and export activities since the early 20th century. However, despite its long history of rail transport, Ethiopia's rail infrastructure has deteriorated due to a lack of investment in the rail sector (e.g. new technologies, etc.). Simply put, the railway sector in Ethiopia had not made any significant progress for many years in terms of modernization or expansion of the national railway network and development of railway technical expertise.

Therefore, to support the growing economy of the country by alleviating the pressure on the transport system for mass transport services and support mobility of people at bare minimum cost and to be competitive in the international market became mandatory. Hence, the Government of The Federal Democratic Republic of Ethiopia (FDRE) has established the Ethiopian Railway Corporation (ERC) by Regulation Number 141/2007 of the Council of Ministers of FDRE authorizing to build a modern nationwide railway network, replacing the

Franco-Ethiopian railway that is no longer in service. The main objective of the Corporation being:

- Building railway infrastructure
- Operating cargo and passenger railway transport service
- Engage in other related activities necessary for the attainment of its objective.

Besides, the government has given due consideration to the expansion and provision of a socially acceptable reliable, affordable and environmentally friendly (electric train) railway transport system in the country including urban Light Railway Systems.

From the day of its establishment, ERC has embarked on the development of a national railway network with the aim of expanding the network to more than 5000km across the country and the urban Light Railway Transit System (LRT) to relief the city's transportation problems.

1.3 Definition of Key Terms

- Organizational culture is defined a commonly shared explanation of an organization from inside. Bruce Perron, 2013
- Winning culture is a culture that sets the stage for positive attitudes, high expectations, and successful performances. Nathan Jamail, 2019
- A positive culture is a culture that gives employees respect and in return expects quality work every day. Shelley Frost, 2019

1.4 Statement of the Problem

Inadequate level of employees' organizational loyalty is one of the major observations from a number of current studies on organizational commitment. This employee commitment is also reflected in Productivity and innovation which are vital for the well being of a company. As stated by Devra Gartenstein and reviewed by Michelle Seidel, 11 March 2019, the human aspect is among the factors that affect company efficiency. This human factor, in turn, is affected by various factors among which organizational culture is a prominent one. Understanding the role of organizational culture on productivity and innovation, the Corporation has planned to build a strong organizational culture that can transform the Corporation culture and enhance employees' commitment. As per the Corporation's 10 year strategic plan, it plans to construct around 4,000 km railway infrastructure in the country to support the growing economy and facilitate

movement of people. To accomplish this mission, the corporation has broken down its objectives among which creating capable personnel is one.

Even though the Corporation is one of the youngest companies, it has been under construction and business for the last eleven years, so equally it has been in the process of constructing its unique culture. As stated previously, employees in the Corporation lack commitment. The student researcher held preliminary interviews with employees, accordingly most of the interviewees responded that the Corporation's culture is not strong culture and has to be transformed. Almost the same response has been obtained from the interviews held with the HR and Railways Academy managers.

Olivier Serrat, Chicago School of Professional Psychology, stated that individuals and groups in the organization communicate internally and externally. This communication is led by the attitudes, experiences, beliefs, and values of an organization, acquired through social learning. This clearly means that an individual, groups or departments acquire knowledge of how to behave, work and communicate in an organization through process and their behavior will be shaped and influenced likewise.

It is necessary for the corporation's management to be aware that strong organizational culture is useful both in the long and short term. "Management leads culture and culture leads behavior" (Dygert and Jacobs 2006: 21). The management has to take the responsibility to lead the direction corporation is headed, has to express its leadership through organizational culture, and the staff shall follow it and reach the desired results, at the same time feeling contented and recognized for the work they have done.

Building strong organizational culture is not only important to enhance employee commitment, but it is also important for the satisfaction of individual employees which in total contributes for the welfare of the society. People's (employees') motive in the day to day activity is not only to secure their livelihood it is also their interest to build a good relationship with their co-workers and with the management. This kind of relationship contributes to create a healthy society as explained above, even outside the Corporation. Therefore, even though, the Corporation designs a flawless strategy unless it strives to work in developing strong organizational culture, its success is certain to be affected adversely.

Therefore, the objective of this study was to assess organization culture in Ethiopian Railways Corporation. As well as to see organization culture experienced in the organization and fill the gap that currently exists in the area of this concept..

1.5 Research Questions

This research paper addresses the following basic research questions.

- 1 What is the overall aspect of the Corporation's organizational culture?
- 2 What is the dominant culture prevailing in the Corporation?
- 3 What is the role of this organizational culture in the achievement of the Corporation's vision?

1.6. Objectives of the study

The study has the following general and specific objectives.

1.6.1. Overall Objectives

To assess the organizational culture of the Ethiopian Railways Corporation (ERC) has been the overall objective of the study.

1.6.2. Specific Objectives

The particular objectives of the study will be:

- To assess the existing organizational culture of Ethiopia Railways Corporation
- To recognize which dimension of organizational culture dominates in the corporation.
- To assess the role of the existing organizational culture in the achievement of the Corporation's vision.

1.7 Significance of the study

The outcome of this study is planned to show possible solutions for the problems indicated in response to the questionnaire that is distributed to the sample population which in the researcher's opinion represents the population. The outcome of the research helps:

- To bring attention to the management body to consider transforming the existing organizational culture in light of individual and organizational development.
- to provide possible solutions for the problems identified.
- to future researchers as secondary data in provision of information.

1.8 Scope of the Study

This study centered on assessment of organizational culture on Ethiopian Railways Corporation. The Corporation has one branch, so the study focused on the Head Quarter and on the branch

(AALRT). Employees in fields where the construction of railways is undertaking are omitted due to time constraint and accessibility. The research, in general, tries to assess what is currently observed concerning the organizational culture in the Corporation. The research is undertaken in the budget year July, 2019 to the period the research has been finalized.

Different scholars have approached organizational culture dimensions in various forms. The researcher adopted one which he believed can express the corporation better than other forms of cultural dimensions. Therefore, these applied dimensions are: innovative culture, aggressive culture, outcome-oriented culture, stable culture, people-oriented culture, team-oriented culture, and attention to the detail culture. This study has focused on assessing organizational culture in Ethiopian Railways Corporation. To make the scope of the study manageable, the study was limited to the Head Quarter and Addis Ababa Light Rail Transit (AALRT) employees which are 257 and 1343 in number respectively. Those employees

1.9 Limitations of the Study

There are uncontrollable constraints that will limit in the process of investigation and conclusion though the researcher designs appropriate methods and tries his best. The problem may be typically observed in the availability and accessibility of secondary sources, the respondents may not respond to the questionnaire on time and respond openly due to the reason that their privacy may be in question. There is a lack of geographical coverage because this study has considered only the Head Quarter and Addis Ababa Light Rail Transit (AALRT), hence, due to time and distance those employees and management who are found at project offices are not covered by the sample population.

Organization of the Study

The paper has five Chapters. The first chapter deals with the introductory part of the study, the second chapter discusses on the details of the review of related literature of the study, the third chapter concerns with research design and methodology of the study, the fourth chapter focuses on data presentation and analysis of the study, the fifth chapter, which is the final chapter, consists of major findings, conclusion and possible recommendations based on the research and investigation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter talks about six major sections. The first section talks about what organizational culture. The second section is about the importance of culture in organizations. The third section briefly accounts means of expressing the existence of organizational culture. The fourth section states about dimensions of organizational culture. The fifth section shows transforming organizational culture. The sixth section indicates Empirical Reviews.

2.1. What is Organizational Culture?

We might have heard somebody: an official or employee talking about the negative culture of their organization and the importance of transforming that organizational culture. Or we might have heard people talking about the winning culture of their organization. These people in one way or another have conceived that their organization is not/in a position to achieve its mission, objectives, and values in an intended manner or the existing culture of a certain company is in a position to support its progress. The wish of those who are criticizing the existing culture is to see organizational culture created in their company which is conducive to working environment & increase productivity by avoiding the things that hinder positive culture from growing and the negative things that upset people.

2.1.1. What is an Organizational Culture that is Worth to Talk?

Even though it is not easily noticed and readily detected organizational culture is a powerful force that influences the behavior of that group. The sum of commonly shared beliefs, attitudes and values that dominate the behavior of a particular group is called organizational culture. It has a meaningful role in creating a unique environment and the members of this unique environment to abide by this culture.

This unique culture serves the purpose of providing guidelines and setting boundaries for the behavior of the members of the organization. Michael Mankins, December 2013, in defining elements of winning culture strengthens this by stating culture as the adhesive material that binds an organization together and it's the hardest thing for competitors to copy. Consequently, it can be a long-term basis of strategic benefit. This means that organizational culture is exceptional for each organization and is almost impractical to duplicate the culture of a company.

Business Dictionary Defines organizational culture as: “The values and behaviors that add to the distinctive social and emotional environment of an organization.” Organizational culture is the sum total of an organization's expectations, familiarities, philosophy, and values that bind it together, and is expressed in its self-esteem, inner workings, relations with the outside world, and upcoming hopes. The basis on which organizational culture is build includes common outlooks, beliefs, traditions, norms written and unwritten.

2.1.2. Expressions of Organizational Culture

As has been elaborated in iEdu Note <https://iedunote.com/organizational-culture> Organizational culture/corporate culture is expressed in;

(1) how it performs its business which is expressed in cultural terms which have been acquired and developed over time and are unique to its specific business,

(2) it is also expressed in terms of how communication takes place in an organization among employees, between management and employees, between customers and the organization, and the organization and its external environment,

(3) the way information is disseminated among employees and management, how does work flow between work units is also another aspect of organizational culture,

(4) the degree of decision making freedom is exercised, how much is developing new ideas encouraged, and how much employees feel free to express themselves,

(5) the extent of employees' devotion to the achievement of common goals.

(6) Organizational culture is also expressed when written and unwritten cultures are stick to.

The way organizational culture expressed in an organization affects its profitability, goal achievement, the quality of products or services it delivers, the due care it pays to its natural and social environment. In general, the success of an organization is determined by its organizational culture.

As has been stated by Yafang Tsai in her article Relationship between Organizational Culture, Leadership Behavior and Job Satisfaction, 14 May 2011

Administrators usually adjust their leadership behavior to accomplish the mission of the organization, and this could influence the employees' job satisfaction. Organizational cultures were significantly (positively) correlated with leadership behavior and job satisfaction, and leadership behavior was significantly (positively) correlated with job satisfaction.' Again this highly emphasizes the impact of organizational culture in the existence of an organization.

2.1.3. Levelsof Organizational Culture

In terms of visibility and resistance to change, Organizational culture exists on different levels. Edgar Schein, who made an important contribution in defining what organizational culture actually is, divides organizational culture levels into three. First, at the top of the pyramid are artifacts. Even though they are an easily noticeable part of the organizational culture, they are hard to make meaning out of. This includes organizational structures and processes that are clear and observable. As his cultural pyramid depicts immediately below the top there comes the values level, which lies in the middle of his cultural pyramid. The 'why' a company operates, the way it does is included under here. The cause for a company's mission, which are company goals, strategies and philosophies are included here.

Finally, the level that is the toughest to understand is the bottom of the pyramid which Schein labels "underlying assumptions." These fundamental assumptions create the foundation for the values and artifacts levels. He represents this level as least obvious are what he calls the basic underlying assumptions, which is unconscious and taken-as given beliefs, perceptions, thoughts, and feelings. Edgar Schein sees the latter as the "ultimate source of values and action" (1992:17).

When it comes to changing the culture of the organization, it becomes difficult to determine which of these levels is more important, and which is less important in helping to shape an organization's culture. But many agree of these organizational cultural levels, behaviors become the most powerful determinant of real change. Truly, what humans do extra crucial than what they say or trust. To benefit greater fine pressures from one's cultural circumstance, one should start working on converting the most crucial behaviors — the attitude will follow. Sooner or later, altered behavior patterns and behavior can produce advanced effects.

2.2. The Importance of Culture in Organizations

The beliefs and attitudes of employees are affected by organizational culture which in turn affects organization's productivity, success and sustainability. Therefore organizational culture is one of the key factors for the success or failure of a company. No matter how great is organization's idea or product and how smart its business strategy is, if its culture is wrong it is certain that it will stumble in its journey. The opposite is true when it shows the right culture can change the history of low performing entity astoundingly to outdo in the industry.

The mindset of its employees is affected by an organization's culture that determines their behavior and outlook. As Amy Xiong, Feb. 2012, for a company to become successful a strong culture is vital above quality of its products and financial strength. The importance of organizational lifestyle in a company is obligatory as long as its existence is an undeniable reality. That is why many organizations talk about building a culture that helps them increase the interaction within the teams and everyone gets the common vision of the company so as to enhance productivity and secure its continuity.

2.3. Means Of Expressing the Existence of Organizational Culture

As stated by M.T. Wroblewski, organizational culture can be expressed in terms of:

➤ Culture Gives Off an Aura

Culture is the sum total of the ideologies, principles, traditions and values that throb throughout an organization. Eventually it materializes, it can be guided or dictated by CEO's/owner's leadership, attitude and decisions. This clearly indicates that owners or heads at top-level can shape the organization culture the way they like. They have significant role in building and shaping strong or wrong culture in their organization which becomes a unique organizational culture for that particular organization.

➤ Culture as a Family Bond

Culture may sound somewhat like family – because culture goes profoundly into the heart of the people and becomes a character and noticed in the daily activity of people. It allows improve engagement, supply a completely unique worker experience, and makes employees sense greater linked. It helps improve engagement, deliver a unique employee experience, and

makes employee feel more connected. In general, it serves as a cord to attach members to communicate, act and achieve common goals.

➤ **A Strong Organizational Culture Helps To Keep Company's Best People**

The company's best employees judge their role in the company as important and consider themselves as part of the community. They give a special place for their contribution in the success of the company. These employees conceive their contribution would mean a lot for the success of the company and would like to stay longer in the company's journey playing their part in a given social context, with any characteristic or expected pattern of role and behavior that it demands.

➤ **A Well-Functioning Culture Assists With OnBoarding**

Poor alignment with employees and work, not properly introducing employees for new jobs and new technology will create a hazardous working environment. Placing the right people in the right place and at the right time and acquainting them with co-workers and their jobs will enable the company to achieve its purpose. Writing in Forbes, George Bradt elaborates it further: Humans fail in new jobs because of terrible health, bad transport or bad adjustment to modifications down the road. Assuming you've aligned the organization around the want for your new personnel and acquired them within the right manner, your onboarding application need to accommodate their needs (that will do actual work), assimilate them into the business enterprise (in order that they feel healthy culturally) and accelerate their development.

➤ **Positive Culture Sows Positive Outcomes**

It is apparent that positive outcomes emanate from positive culture. Positive culture enhances company's success, employees' sense of belongingness towards the company, its internal and external relations become improved.

As stated by M.T. Wroblewski; a positive culture can:

- Influence
- Serve as a compass.
- Bring employees together
- Foster cohesiveness
- Promote company pride,
- Contribute to your brand identity and image –.

- Transform
- Attract the very best job candidates

2.4. Dimensions of Organizational Culture

To be aware of and grasp company's culture is very important. Both company and employee come with different culture and personalities. The agreement between company culture and employee personality is a decisive factor for both of them to be productive and finally achieve; they both benefit from the harmony that is created between them.

Dimension of organizational culture is the values that characterize an organization's culture. Identifying a set of values that might be used to describe an organization's culture helps us to identify, measure, and manage culture more effectively.

According to O'Reilly, C. A., III, Chatman, J. A., & Caldwell, D. F. (1991), every corporation can be described as one of the following organizational dimensions

Innovative Cultures

As per the OCP framework, companies that have innovative cultures are unit versatile and labile, and experiment with new concepts, in an exceedingly company with innovative culture, workers don't have bosses within the ancient sense, and risk taking is inspired by celebrating failures similarly as success. Normally this kind of organizational culture is displayed in uneasy culture wherever the approach to figure is informal, loose and unpredictable.

Aggressive Cultures

The terrible belief of aggressive structure culture depends on going into the stiff competition, outsmarting competitors and winning competition in any potential manner. There is no doubt of right or wrong with regard to the interest of fellow workers, neither responsibility for others. In such kind of organizations, workers stress on being competitive and need to take care of their standing and security by approaching tasks in an exceedingly forceful manner. Individuals tend to target their own individual desires, they incline to be aggressive and competitive in lieu of being plain sailing or being easy going.

Outcome-Oriented Cultures

Outcome-oriented businesses are all about results. In an organization where its culture is work-focused, focus on high task performance can come at the expense of employees. In this environment, there is a low level of understanding for personal problems. The measurement of companies' success is all about results accomplished, personal problems are not given appropriate attention, success of the company can be achieved while affecting employees' psychological and physiological needs.

The OCP framework describes outcome-oriented cultures as those that stress achievement, results, and action as important values. When performance pressures lead to a culture where immoral behaviors become the rule, individuals see their fellows as competitors and temporary results are contented; the resulting unhealthy work environment serves as a liability. Probst, G., & Raisch, S. (2005). Organizational crisis: The logic of failure. *Academy of Management Executive*, 19, 90–105.

Stable Cultures

In this kind of culture adherence to the rules and to the direction given is expected. If people are expected and given assignment beyond the trend their resistance becomes high and the stable system may found collapse. They will only achieve the minimum required of them every time and get satisfaction. Under stable flexibility and innovations are not expected. These type of cultures are predictable, rule-oriented, and bureaucratic. Under stable and certain business environment, these cultures may help the organization be effective by providing stable and constant levels of output. Westrum, R. (2004, August). Increasing the number of guards at nuclear power plants. *Risk Analysis: An International Journal*, 24, 959–961. These cultures prevent quick action, and as a result may be a misfit to a changing and dynamic environment.

People-Oriented Cultures

The centre of attention for people oriented culture is fairness, supportiveness, and respect for individual rights. For company leaders with such type of culture people are their greatest asset. In a culture with an employee-centered management philosophy leaders take the responsibility for the contentment, safety, and pleasure of employees. This they do even when it affects the organizations' productivity. As has been explained by many scholars such organizations go

with their words that “people are their greatest asset.” In such type of organizations people consider work as enjoyment and one side of their lives. In these organizations, people are treated with greatest respect and in return a lot is expected from them. Erdogan, B., Liden, R. C., & Kraimer, M. L. (2006). Justice and leader-member exchange: The moderating role of organizational culture. *Academy of Management Journal*, 49, 395–406.

Team-Oriented Cultures

Companies with team-oriented cultures are characterized as being collaborative and emphasize on cooperation among employees and management. Leaders under team oriented culture tend to share information overtly, trusting in the ultimate potency of truly empowered people they also willingly handover power.

Detail Oriented Cultures

Such types of organizations are characterized by focusing on the exactness and paying attention to every pin. This type of organizational culture emphasizes on the degree of exactness that employees show in their performance and delivery. Such character compels employees in these organizations to develop a culture of precision and exhibit it in their daily activities. Employees understand the advantage of precision in their performance over their fellow workers. They understand exactness and precision underlies the competitive advantage and limits their progression scheme accordingly.

2.5. Transforming Organizational Culture.

There is no single conventional definition of cultural transformation. The closest and most universally accepted definition of cultural transformation is described as by the Smartminds Enterprise Team under the title “The Importance of a Culture Transformation” describes it as the dynamic process of irrevocably changing the attitude (culture) of an organization; and in the same way its policies, processes, and behaviors that cause in a further effective style of function. According to Tom Rausch the following are the best steps that can be taken to transform company’s organizational culture

Assess your culture

As per Tom Rausch, it is necessary to know one's starting point before beginning any journey. Tom Rausch recommends issuing a short survey (no more than 3–5 questions) across an organization. Then in the assessment process employees will be asked about values:

1. Values that are important to them
2. Values they see being expressed in the current culture
3. Values they believe will take the organization to the next level.

Engage a culture dialogue.

Tom Rausch advises once collected and analyzed the data from the culture survey administered, engage in a conversation about the findings. An approach that involves a wide cross-section of employees at all levels, functions, and locations, from senior leaders to new hires should be taken.

Create behavior promises.

The conversation assists to explain which cultural elements to concentrate on. From the discussions held it becomes possible to identify the desired behaviors that employees can easily understand and model. These most wanted behaviors will become organization's behavior undertakings.

For example, let's say an organization decides that its culture should focus more on accountability. It might choose the following behavior undertakings:

- Take the responsibility for behavior and associated results personally and as a group.
• Searches for, hugs, and without restraint gives useful comment.
- Unreservedly accepts mistakes, and strives to rectify them and take it as a useful lesson to avoid potential mistakes.

Create a culture measures dashboard.

A culture measures dashboard is way like every alternative record book. The goal is to stay it straightforward and select metrics that staff believes they will impact.

The metrics ought to embrace minimum and stretch targets, and not be too straightforward or troublesome to achieve. Once developed, every team ought to have access to the culture measures dashboard and may be enclosed in developing the simplest metric for his or her team.

For instance, a metric for caring would possibly specialize in client satisfaction scores. A metric for leadership development can be gleaned from worker engagement scores. The secret is to align culture values, behaviors, and metrics so everybody will perceive their impact on the culture

Update HR practices.

The final best practice to exchange organizational subculture is committing to reassessing the culture in a precise time c language. As scholars agree the step by step action on the first six steps assure the moving of the organizational cultural to the wished cultural degree. Those steps are positioned as follows. To make it sure dedication idea the company, it's essential to incorporate the behavior guarantees and metrics into your performance evaluation approach, moreover as hiring and promotion practices. You'll need to fill your agency with A game enthusiasts who percentage your cultural values. You only got to verify the dismal memoir of most mergers to ascertain what happens once individuals with totally different cultural values attempt to work along.

- Hiring, rewarding, and recognizing individuals for grasp and embodying your culture values is important to sustain your required culture
- You only got to examine the gloomy record of most mergers to imagine what happens once persons with diametrically different cultural values try and work along.
- Hiring, rewarding, and recognizing persons for accepting and representing your culture values is important to maintain the required culture

Communicate Always.

Conversation has to be an enduring allegiance to a persevering with and deep discussion that receives and supports contribution from all levels of the employer. Short term discussion or verbal exchange should not be anticipated to bring about a prevailing cultural transformation. The conversation has to be within the form of formal dialogue to be able to be held for longer time frame and constantly. The conversation should have room for ideas from all organizational levels.

Reassess culture regularly.

The final best practice to exchange organizational subculture is committing to reassessing the culture in a precise time. As scholars agree the step by step action on the first six steps assure the moving of the organizational cultural to the wished cultural degree. Those steps are positioned as follows. To make it sure dedication idea the company, it's essential to incorporate the behavior guarantees and metrics into performance evaluation approach, in addition to hiring and promotion practices.

Cultural development is a continuesprocess, it starts from scratch, develops and matures. This technique continues each time cultural preservation and cultural transformation is needed. It's additionally one with super rewards!

2.6. Empirical Review

Several studies have been conducted with respect to organizational culture.Organizational culture refers to a device of shared assumptions, values, and beliefs that show human beings what's suitable and beside the point behavior. Those values have a robust influence on employee's behavior in addition to organizational overall performance. The productiveness and culture of enterprise allows in enhancing performance (pages:179-181) MOHAMMED, JamilIIdrisFaculty of AdministrationDepartment of Business AdministrationAhmaduBello University Zaria, as cited byDANIELONYANGO OMONDI(page 26) NigeriaXenikou and Simosi, (2006)saysthat organizational norms that encourage cooperation, teamwork, and participation are related to overall performance because they facilitate organization coordination and synergy of divergent organizational sources. He addsthat moreover, self-actualization and employee development are the basis of creating a large pool of organizational resources that reflect the human capital within organizations and lead to organizational efficiency.

An organization's culture may be one of its strongest assets or its biggest liability. Infact, it has been argued that an organization that has a rare and hard-to-imitate culture enjoys a competitive advantage. As Boris Groysberg, Jeremiah Lee, Jese Price, andJ.Yo-jud Cheng stated, strategy and culture are among the primary at top leader's disposal levers in their by no means-ending quest to keep organizational viability and effectiveness.

The study investigated which dimension of organizational culture dominates in the Corporation and the contribution of this culture towards its productivity and innovation. The role of employee integration, work discipline and cooperation towards the Corporation performance are revealed. Since the Corporation is service provider, which dimension of the organizational culture should get emphasis is elaborated

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGY

This chapter points out methods applied in performing the study. Information about the type of research, how the research is designed, the sampling technique, procedure of data collection, the data collection device, pilot testing, validity, reliability, methods of data analysis, and ethical consideration.

3.1. Research Design and Approaches

Because the purpose of the research is to assess and know what is happening in the Ethiopian Railways Corporation with respect to the organizational culture, the descriptive research method was applied. According to Kothari (2004), descriptive research studies are designed to obtain appropriate and exact information concerning the current status of a problem or phenomenon and whenever possible to draw valid general decisions from the facts discovered. The research held uses information collected in a time-bound manner and in a particular place.

Data are recorded in an exceptional point in a sequence of events or ongoing courses so that it can describe what is happening currently. It's often used to look at the existing features in a given population. So the data obtained by means of questionnaire describes only the existing culture of the corporation at the time of distributing and collecting the questionnaire.

With regard to primary data collecting procedure, the structured questionnaires which consisted of close-ended questions were distributed to the sampled employees of the Corporation both at Head Quarter and AALRT. The research method that was applied is quantitative and qualitative. In the quantitative method survey design was used and under qualitative approach interview method was used.

3.2 Target Population, Sample Size and Sampling Technique

The following are included in the research: target population, sample size and sampling technique.

3.2.1 Target population

The target population for a survey is the whole set of units for which the survey data are employed to reach at conclusion. Consequently, the target population describes those elements for which the findings of the survey are implied to conclude.

The target population is the entire group of individuals out of which the sample might be taken. This target population is the total population from which the study drew its sample. The target population of the study was staffs from managerial and non-managerial positions of Ethiopian Railways Corporation who are working both at Head Quarter and Addis Ababa Light Rail Transit Service are randomly included excluding those who are working in various fields where construction of Railway Infrastructure is undertaking.

3.2.2 Sample Size

Sample refers to a group of people or objects that is taken from the entire population and is assumed to represent of the exact population for a particular study. In deciding the size of the sample, The Sample Size Determination Method developed By Carvalho (1984) is presented on the table below. The target population is 1,600 which is 257 from head quarter and 1353 from AALRT. Therefore, as it is depicted in the sample size determination table below it falls in the range between 1201-3200. Hence, the sample size of the study is decided to be 200 by taking the high sample size.

Table 3.1 sample size determination

Population size	Sample size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source: Carlos Marinho Carvalho, 1984

3.2.3 Sampling Techniques

From the sources of the population of ERC appropriate sample for questionnaire administration was determined by using stratified random sampling technique, so that every member of all groups get equal opportunity to be selected using simple probability.

Being the above-mentioned technique maintained special attention is given to increase the population from head office. This is because the Head Quarter is older than AALRT when it starts functioning and is, therefore, the researcher believes that the Head Quarter is the source of the existing culture in the Corporation and takes the lion's share in the development or alteration of the existing culture. So out of the sample of 200 employees the student researcher has determined 100 employees to represent the head quarter, 100 employees to represent AALRT. In addition, where the number of representatives of some departments as per the stratification became almost null, the student researcher determined their sample size to be 1. Incorporating the view of these departments regarding the Organizational Culture of Ethiopian Railways Corporation will mean almost the view of all departments is represented. This proves the fairness of the questionnaire distributed.

Table 3.2 List of Positions of Ethiopian Railways Corporation at Head Quarter

S.No	CEO/Divisions/Services/Projects/Departments	No.of Employees	Sample Size
1	Chief Executive Officer	17	6
2	Division, Business Development	25	11
3	Division, Finance & Investment	22	10
4	Division, Rail Academy	10	4
5	Division, Rail Network	36	16
6	Division, Human Resource	62	27
7	Division, Rail Transport	13	6
8	Service, Internal Audit	9	4
9	Service, Communication	11	5
11	Service, Legal	2	1
12	Service, Ethics & Anti corruption	2	1
13	Service, Rail Way Safety	11	5
14	Project, Awash-Wldiya/Haragebeya	15	-
15	Project, Mekele-Woldiya/Haragebeya	15	-
16	Project, Sebeta-Mieso-Dewanle	2	-
17	Project, Construction and Project Administration	8	4
Total		257	100

Source: Ethiopian Railways Corporation HR Report section Head Quarter

Table 3.3 List of Positions of Ethiopian Railways Corporation at AALRT

S.No	Departments/Services	No.of Employees	Sample Size
1	Transport Department	702	52
2	Maintenance Department	410	30
3	Finance & Administration Department	131	9
4	Human Resource Department	7	1
5	Commercial Department	78	6
6	Public Relations Department	3	1
7	Safety & Security service	12	1
Total		1343	100

Source: Ethiopian Railways Corporation HR Report section AALRT

3.3 Procedure of Data Collection

Primary data was used to getting information from the respondents about the organizational culture of ERC. The method applied to get primary information was structured questionnaire which was distributed to both management and non-management staff found at Head Quarter and AALRT.

3.4 Pilot Testing

A pilot study is among the imperative steps in a research project and is carried out to indicate possible problem areas that can be encountered and short comings in the research devices. It is a procedure preceding execution during the full study.

From the total sample size determined, 200 employees, 10% were marked for pilot testing. Therefore the questionnaires were distributed for 20 employees.

3.5 Validity

Validity is the extent to which the scores from a measure represent the variable they are supposed to. AS (Kendra Cherry, September 18, 2019) states it validity mentions whether or not a test really gauges what it declares to measure. Simply put the term validity refers to whether or not the test evaluates what it claims to evaluate.

3.6 Reliability

A particular measure is considered to be reliable if its purpose on the same object of measurement constantly brings the same results.

Reliability Statistics for Innovative Culture	
Cronbach's Alpha	No. of items
.71	5
Reliability Statistics for Aggressive Culture	
Cronbach's Alpha	No. of items
.70	5
Reliability Statistics for Outcome Oriented Culture	
Cronbach's Alpha	No. of items
.70	5
Reliability Statistics for Stable Culture	
Cronbach's Alpha	No. of items
.70	5
Reliability Statistics for People Oriented Culture	
Cronbach's Alpha	No. of items
.71	5
Reliability Statistics for Team Oriented Culture	
Cronbach's Alpha	No. of items
.85	5
Reliability Statistics for Attention to Detail Culture	
Cronbach's Alpha	No. of items
.71	5

As the result is depicted above the scales are significant having reliability of above .7. Therefore the questionnaire was considered to be reliable to apply in the study for data collection.

3.7 Methods Of Data Analysis

In the analyses of the data descriptive analyses had been hired to determine the current organizational culture of the Corporation. The items were grouped based on the response given by the respondents were coded for easy usage of Statistical Package for Social Scientists (SPSS Version 20). The necessary analytical devices such as frequency, percentage, mean and aggregated mean were applied. Hence the summarized data are interpreted using the stated means. In addition data collected from secondary sources are analyzed descriptively.

3.8 Ethical Considerations

The questionnaire plainly indicated that the reason for the data collection is for academic purpose, and the information respondents provide will be kept confidential. It is also clearly stated that the respondents aren't expected to write their names on the questionnaire. With all these the respondents may feel confident about the information they provide. Besides, all documents that are cited in this paper are duly acknowledged.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter presents response rate of respondents, demographic characteristics of respondents, and analysis and interpretation of data gathered.

3.1. Response Rate

For the purpose of acquiring primary data questionnaires were distributed to the sample population from Head Quarter and Addis Ababa Light Rail Transit Service. The sample population covers both from line staff and from support staff.

Table 4.1 Response Rate of Questionnaire

Response Rate of the Respondents				
Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	104	60	60	60
Female	69	40	40	100
Total	173	100		

Source: Own Survey, 2019

200 questionnaires were distributed to the sample respondents. Out of these 200 distributed questionnaires the researcher could get 173 successfully completed and returned to him, the rest 20 were not returned to the researcher and the remaining 7 were carelessly filled, so unusable. This indicates that the return rate of 87%, accordingly it enables the researcher to feel confident that the data achieved from the respondents is sufficient enough to come up with realistic conclusion.

3.2. Demographic Characteristics of Respondents

The questionnaire distributed to the respondents consists of demands that inquire respondents to fill their gender, age, education, experience in service, current position in the Corporation. The data obtained as per the inquiry is summarized in table 4.2.

Table 4.2 Demographic Profile of the respondents

Demographic Profile of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	104	60	60	60
	Female	69	40	40	100
	Total	173	100		
Age	Less than 20	0	0	0	0
	20-30	57	32.90	32.90	32.90
	31-40	80	46.20	46.20	79.01
	41-50	25	14.50	14.50	93.60
	Above	11	6.40	6.40	100
	Total	173			
Experience	Up to 5 years	20	11.60	11.60	11.60
	6-10 years	65	37.60	37.60	49.20
	11-15	48	27.70	27.70	76.90
	16-20	17	9.80	9.80	86.70
	Above 20 years	23	13.30	13.30	100
	Total	173	100		
Education	Certificate	1	.60	.60	.60
	Diploma	15	8.70	8.70	9.30
	BA/Sc	102	59.00	58.90	68.20
	Masters& above	55	31.80	31.80	100
	Total	173	100		
Position	Expert	71	41.10	41.10	41.10
	Team Leader	45	26.00	26.00	67.10
	Director	22	12.70	12.70	79.80
	Other	35	20.20	20.20	100
	Total	173	100		

Source: Own Survey, 2019

Table 4.2 discloses that 60% of the respondents were male while the remaining 40% were female. This gender composition of staff differs from the HR's report, which states that

percentage of male employees is about 66% while the rest 34% is covered by female employees. This reveals that during the sample survey more proportion of female employees were covered in the questionnaires distribution than the percentage of female employees in the corporation, while less percentage of male employees were covered the opposite is true for male employees. In general the percentage female employees in the Corporation is found to be less than the percentage of male employees, the implication is that Ethiopian Railways Corporation avails more opportunities to male candidates than female candidates. The corporation needs to give support to female candidates.

Their age group finding on table 4.2 reveals that there is no employee less than twenty years, while 57 (32.9%) of the respondents are between the ages 20 to 30, 80 (46.2%) of the respondents are between the ages 31 to 40, 25 (14.5%) of the respondents are between the ages 41 to 50 and the remaining 11 (6.4%) of the respondents are above 50 years. This implies that the employees of the corporation are built by young, energetic and productive ones.

With regard to experience of the respondents, those with up to five years of experience were 20 (11.6%), 65 (37.6%) have got 6-10 years of experience, 48 (27.7%) have got 11-15 years of experience, more number of those who are covered by the questionnaire (37.6%) have 6-10 years, accompanied by (27.7%) of those with 11-15 years of experience, 13.3% those that have experience of above 20 years, 11.6% those that have up to 5 years of experience. Those with experience of up to five years are relatively few. The percentage of experience that fall between the years 6-15 in total is greater and most of the respondents are covered by this category. The reason is that the Corporation was established recently and most of its recruited employees are younger or equal in service years with the age of the corporation and many candidates were fresh graduates.

Concerning the level of education of the respondents the table clearly indicates that there is only one individual with a certificate, 15 respondents (7.6%) with a diploma, 102 respondents (59%) with BA/B. Sc degree and 55 respondents (31.8%) with a masters degree and above. More than 91% of the respondents have got at least a first degree and above. From the data we can deduce that, the corporation's personnel is highly qualified so their observation regarding the existing culture of the corporation can be relied on.

With regard to the job category of the respondents, 22(12.7%) have occupied managerial position, 45 of the respondents(26%) are team leaders, 72 of respondents (41%) are experts and 35(20.2%) of the respondents have occupied varies positions that are not nominated in the questionnaire which as some respondents have specifiedare: section managers, seniors, railway engineers, civil engineers, mechanical engineers, and others. In the researcher’s opinion, the level of education, experience and position will not be a road block in the effort of building positive organizational culture,rather it is a fertile ground for building strong organizational culture. At the same time the more respondents stayed in the Corporation, the more reliable will be their response.

3.3. Analysis of Collected Data

This section evaluates respondents’ opinion about the Corporation’s culture with respect to dimensions of organizational culture. Hence, the mean score assessment and translation is portrayed on the table below.

Mean Score	Interpretation
1.00-1.80	Very Low
1.81-2.60	Low
2.61-3.20	Medium
3.21-4.20	High
4.21-5.00	Very High

Source: Moidunny (2009).

3.3.1. Innovative Culture

Innovation culture is the work environment that leaders nurture so as to foster untraditional philosophy and its function. Working environments that promote a culture of innovation generally promise to the belief that innovation is not exclusively given totop leaders but anybody in the organization can come up with innovative ideas. Therefore, the intention of the questionnairewas, to investigate the culture of the Corporation with respect to creating helping environment for innovative culture to happen.

The table below summarizes the respondents' level of agreement on the innovative culture of the Corporation.

Table 4.3 The Respondents' View On Innovative Culture

No	Statements		Frequency						Mean	Std. Deviation
			SA	A	N	DA	SDA	Total		
1	There is conducive environment for creativity and innovation	No	8	58	32	50	25	173	2.80	1.17
		%	4.6	33.5	18.5	28.9	14.5	100		
2	Employees' ideas are rewarded by the Corporation	No	9	35	36	58	35	173	2.57	1.17
		%	5.2	20.2	20.8	33.5	20.3	100		
3	Employees are provided with all the necessary resources to put new ideas into action.	No	8	38	35	65	27	17	2.62	1.13
		%	4.6	22	20.2	37.6	15.6	100		
4	Employees are always encouraged to take risk in the process of innovation	No	8	27	47	71	20	173	2.61	1.03
		%	4.6	15.6	27.2	41	11.6	100		
5	My immediate supervisor encourages my suggestion for improvement	No	14	91	22	37	9	173	3.37	1.07
		%	8.1	52.6	12.7	21.4	5.2	100		
Aggregate Mean			2.80							

Source: Own survey, 2019

From the data presented on table 4.3 concerning the item "There is conducive environment for creativity and innovation", 46% the respondents strongly agreed, 32.5% respondents agreed, 18.5% the respondents were neutral, 28.9% of the respondents disagreed and 14.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.8 (Neutral). Therefore it can be inferred that the respondents have neutral view on this point.

Regarding "Employees' ideas are rewarded by the Corporation" 5.2% the respondents strongly agreed, 20.2% respondents agreed, 20.8% the respondents were neutral, 33.5% of the

respondents disagreed and 20.3% of respondents strongly disagreed. From this table we can take that the mean value is 2.57, which indicates respondents disagreed that employees' ideas are rewarded by the Corporation.

For the item "Employees are provided with all the necessary resources to materialize their innovative.", 4.6% the respondents strongly agreed, 22% respondents agreed, 20.2% the respondents were neutral, 37.6% of the respondents disagreed and 15.6% of respondents strongly disagreed. From this table we can take that the mean value is 2.62, which implies respondents disagreed that employees are provided with all the necessary resources to materialize their innovative.

For the item "Employees are always encouraged to take risk in the process of innovation.", 4.6% the respondents strongly agreed, 15.6% respondents agreed, 27.2% the respondents were neutral, 41% of the respondents disagreed and 11.6% of respondents strongly disagreed. From this table we can take that the mean value is 2.61, which implies respondents disagreed that employees are always encouraged to take risk in the process of innovation.

For the last item from table 4.3, "My immediate supervisor encourages my suggestion for improvement." 8.1% the respondents strongly agreed, 52.6% of the respondents agreed, 12.7% of the respondents were neutral, 21.4% of the respondents disagreed and 5.2% of the respondents strongly disagreed. From this table we can take that the mean value is 3.37, which implies the respondents agreed that my immediate supervisor encourages my suggestion for improvement.

The aggregate mean for this category is 2.80, as a result respondents are neutral on innovative culture.

3.3.2. Aggressive Culture

Aggressive culture means employees try to convince reasonably rather than simply accept and implement what they have been told to do. In a company where aggressive organizational culture dwells, employees don't accept and put into effect whatever they are told, rather they ask why and they try to convince or be convinced logically. They make sensible arguments concerning work related problems. Of course some argue this kind of culture causes bullies to be created. But for this research the advantage of aggressive culture has been focused on.

Table 4.4 The Respondents Observation On Aggressive Culture

No	Statement		Frequency						Mean	Std. Deviation
			SA	A	N	DA	SDA	Total		
1	Employees are assertive and attempt to logically win rather than easy going	No	12	87	22	37	15	173	3.25	1.13
		%	6.9	50.3	12.7	21.4	8.7	100		
2	The Corporation's Vision stimulates employees to go above and beyond their daily activity	No	7	46	40	58	22	173	2.76	1.10
		%	4	26.6	23.1	33.6	12.7	100		
3	The Corporation protects its employees against discrimination.	No	9	49	41	42	32	173	2.77	1.20
		%	5.2	28.3	23.7	24.3	18.5	100		
4	There is access to the material needed to do your work.	No	11	76	29	35	21	172	3.12	1.17
		%	6.4	44.2	16.9	20.3	12.2	100		
5	Superior performance is encouraged.	No	7	24	51	64	27	173	2.54	1.04
		%	4	13.9	29.5	37	15.6	100		
Aggregate Mean			2.89							

Source: Own survey, 2019

From the data presented on table 4.4, with respect to the item “Employees are assertive and attempt to logically win rather than easy going.”, 6.9% of the respondents strongly agreed, 50.3% of the respondents agreed, 12.7% of the respondents were neutral, 21.4% of the respondents disagreed and 8.7% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.25 (agreed). Therefore it can be inferred that the respondents have agreed on this point.

From the data presented on table 4.4, with respect to the item “The Corporation’s Vision stimulates employees to go above and beyond their daily activity.”, 4% of the respondents strongly agreed, 26.6% of the respondents agreed, 23.17% of the respondents were neutral, 33.6% of the respondents disagreed and 12.7% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.76(neutral). Therefore it can be concluded that the respondents have neutral observation with the Corporation’s Vision stimulates employees to go above and beyond their daily activity.

For the question under this category which is, “The Corporation protects its employees against discrimination.”, 5.2% of the respondents strongly agreed, 28.3% of the respondents agreed, 23.7% of the respondents were neutral, 24.3% of the respondents disagreed and 18.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.77(neutral). Therefore it can be concluded that the respondents have neutral observation with the Corporation protects its employees against discrimination..

For item no. 4 under this category which is, “There is access to the material needed to do your work.”, 6.4% of the respondents strongly agreed, 44.2% of the respondents agreed, 16.9% of the respondents were neutral, 20.3% of the respondents disagreed and 12.2% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.12(neutral). Therefore it can be concluded that the material shortage encountered by employees to do their work is moderate.

For the last item under this category which is, ”Superior performance is encouraged.”, 4% of the respondents strongly agreed, 13.9% of the respondents agreed, 29.5% of the respondents were neutral, 37% of the respondents disagreed and 15.6% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.54(low). Therefore it can be deduced that superior performance is not encouraged. The aggregate value under this category is 2.89, therefore it can be observed that respondents are neutral concerning aggressive culture.

Outcome Oriented Culture

Under outcome oriented culture success, results and actions are emphasized. Employees and managers are held responsible for success. But success, results and actions shouldn’t be emphasized before taking time to think on what to do as Peter Drucker said, “There is nothing quite so useless as doing with great efficiency, something that shouldn’t be done at all.” As we

clearly learn from what Peter Drucker has said what counts most is not the result that we register as an indication of our success, more weight has to be given first to know and decide what to do.

Table 4.5 The Respondents' Opinion On Outcome Oriented Culture

No	Statements		Frequency						Mean	Std. Deviation
			SA	A	N	D	SDA	Total		
1	Employees are Pressured to achieve Corporation's Objective, even if this involves substantial risks.	No	8	30	49	61	25	173	2.64	1.07
		%	4.6	17.3	28.3	35.3	14.5	100		
2	The Corporation evaluates its success based on results accomplished	No	7	44	42	58	22	173	2.75	1.10
		%	4	25.4	24.3	33.5	12.8	100		
3	The regular course of Procedure in the Corporation is not a cause for failure to act.	No	11	31	52	55	24	173	2.71	1.10
		%	6.4	17.9	30	31.8	13.9	100		
4	Supervisors have achieved in translating the corporations objective into meaningful jobs.	No	5	48	29	68	23	173	2.68	1.10
		%	3	27.7	16.7	39.3	13.3	100		
5	In the corporation there is heavy pressure to perform the task even if this is at the expense of employees	No	13	38	43	54	25	173	2.77	1.17
		%	7.5	21.9	24.9	31.2	14.5	100		
Aggregate Mean			2.71							

Source: Own survey 2019

From the data presented on table 4.5, with respect to the item "Employees are Pressured to achieve Corporation's Objective, even if this involves substantial risks.", 4.6% of the respondents strongly agreed, 17.3% of the respondents agreed, 28.3% of the respondents were

neutral, 35.3% of the respondents disagreed and 14.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.64(neutral). Therefore it can be inferred that the respondents have neutral opinion on this point.

From the data presented on table 4.5, with respect to the item “The Corporation evaluates its success based on results accomplished.”, 4% of the respondents strongly agreed, 25.4% of the respondents agreed, 24.3% of the respondents were neutral, 33.5% of the respondents disagreed and 12.8% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.75(neutral). Therefore it can be concluded that the respondents have neutral observation with the Corporation evaluates its success based on results accomplished.

For the item no. 3 under this category which is, “The regular course of Procedure in the Corporation is not a cause for failure to act.”, 6.4% of the respondents strongly agreed, 17.9% of the respondents agreed, 30% of the respondents were neutral, 31.8% of the respondents disagreed and 13.9% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.71(neutral). Hence it can be deduced that the respondents have neutral opinion with the regular course of Procedure in the Corporation is not a cause for failure to act.

For the item no. 4 under this category which is, “Supervisors have achieved in translating the corporations objective into meaningful jobs.”, 3% of the respondents strongly agreed, 27.7% of the respondents agreed, 16.7% of the respondents were neutral, 39.3% of the respondents disagreed and 13.3% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.68(disagreed). Hence it can be deduced that the respondents have disagreed opinion with the supervisors have achieved in translating the corporations objective into meaningful jobs.

For the last item under this category which is, “In the corporation there is heavy pressure to perform the task even if this is at the expense of employees.”, 7.5% of the respondents strongly agreed, 21.9% of the respondents agreed, 24.9% of the respondents were neutral, 31.2% of the respondents disagreed and 14.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.71(neutral). Therefore it implies that in the Corporation the heavy pressure, to perform the task even if this is at the expense of employees is moderate.

The aggregate mean value under this category is 2.71 therefore, it can be deduced that respondents are neutral concerning outcome oriented culture.

3.3.3. Stable Culture

As it is observed an organization with a stable culture may ascertain its efficiency in a stable environment, but under unstable environment it is certain that it will be challenged to cop the changing environment. As Brent Gleeson states for any organizational transformation effort to succeed, discipline & accountability must become the bedrock of the culture.

Table 4.6 The Respondents' View on Stable Culture of the Corporation

No	Statements		Frequency						Mean	Std.Deviation
			SA	A	N	D	SDA	Total		
1	A very strict work discipline exists in the corporation	No	8	52	30	70	13	173	2.84	1.08
		%	4.6	30.1	17.3	40.5	7.5	100		
2	Employees are expected to deliver the minimum output every time.	No	9	36	39	66	23	173	2.66	1.11
		%	5.2	20.8	22.5	38.2	13.3	100		
3	The Corporation follows a very bureaucratic method of functioning.	No	22	52	30	53	16	173	3.06	1.22
		%	12.7	30.1	17.3	30.6	9.3	100		
4	In the Corporation activities are predictable.	No	7	41	49	58	18	173	2.77	1.05
		%	4.1	23.7	28.3	33.5	10.4	100		
5	Employees are encouraged to take initiative and make decisions on their own.	No	6	31	28	76	32	173	2.43	1.09
		%	3.5	17.9	16.2	43.9	18.5	100		
Aggregate Mean			2.75							

Source: Own survey, 2019

From the data presented on table 4.6, with respect to the item “A very strict work discipline exists in the corporation.”, 4.6% of the respondents strongly agreed, 30.1% of the respondents

agreed, 17.3% of the respondents were neutral, 40.5% of the respondents disagreed and 7.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.84(neutral). Therefore it can be deduced that the respondents are neutral on this point.

From the data presented on table 4.6, with respect to the item “Employees are expected to deliver the minimum output every time.”, 5.2% of the respondents strongly agreed, 20.8% of the respondents agreed, 22.5% of the respondents were neutral, 38.2% of the respondents disagreed and 13.3% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.66(disagree). Therefore it can be concluded that the respondents have disagreed observation with the employees are expected to deliver the minimum output every time.

For the question under this category which is, “The Corporation follows a very bureaucratic method of functioning.”,12.7% of the respondents strongly agreed, 30.13% of the respondents agreed, 17.3% of the respondents were neutral, 30.6% of the respondents disagreed and 9.3% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.06(neutral). Therefore it can be concluded that the respondents have neutral observation with the Corporation follows a very bureaucratic method of functioning.

For the question under this category which is, “In the Corporation activities are predictable.”, 4.1% of the respondents strongly agreed, 23.7% of the respondents agreed, 28.3% of the respondents were neutral, 33.5% of the respondents disagreed and 10.4% of respondents strongly disagreed. The aggregate value of this variable is calculated to be 2.77(neutral). Hence it can be inferred that the respondents were neutral for the question in the Corporation activities are predictable.

For the last item under this category which is, “Employees are encouraged to take initiative and make decisions on their own.”,3.5% of the respondents strongly agreed, 17.9% of the respondents agreed, 16.2% of the respondents were neutral, 43.9% of the respondents disagreed and 18.5% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.43(low). Therefore it can be deduced that employees are not encouraged to take initiative and make decisions on their own. The aggregate value under this category is 2.75, therefore it can be observed that respondents are neutral concerning stable culture.

3.3.4. People oriented culture

Employees are major assets of any organization. In a people oriented culture of an organization, the management takes into account the consequence of its decisions on people before making decisions. Where the culture of the organization is people oriented, it is delightful to work there, every employee likes their job. Equitability dwells among employees, they are treated well and fairly, and finally they prove to be productive.

Table 4.7 The Respondents Perception On People Oriented Culture

No	Statements	Frequency						Mean	Std. Deviation	
		SA	A	N	DA	SDA	Total			
1	The corporation considers its employees as valuable asset	No	8	49	21	66	29	173	2.66	1.19
		%	4.6	28.3	12.1	38.2	16.8	100		
2	Compared to other companies I know, in the corporation employee turnover is low.	No	8	85	29	43	8	173	3.24	1.03
		%	4.6	49.1	16.8	24.9	4.6	100		
3	In this corporation there is high level of understanding other's feelings.	No	5	38	45	58	27	173	2.63	1.08
		%	2.9	22	26	33.5	15.6	100		
4	Immediate supervisors pay due respect for their employees as individuals.	No	8	56	44	46	19	173	2.93	1.10
		%	4.6	32.4	25.4	26.6	11	100		
5	Equitability in the corporation is magnified among employees	No	6	45	31	66	25	173	2.66	1.12
		%	3.5	26	18	38	14.5	100		
Aggregate Mean			2.82							

Source: Own survey 2019

From the data presented on table 4.7, with respect to the item “The corporation considers its employees as valuable asset”, 4.6% of the respondents strongly agreed, 28.3% of the respondents agreed, 12.1% of the respondents were neutral, 38.2% of the respondents disagreed and 16.8% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.6(low).Therefore it can be inferred that the respondents have disagreed on this point.

From the data presented on table 4.7, with respect to the item “Compared to other companies I know, in the corporation employee turnover is low.”,4.6% of the respondents strongly agreed, 49.1% of the respondents agreed, 16.8% of the respondents were neutral, 24.9% of the respondents disagreed and 4.6% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.24(high). Therefore it can be concluded that the respondents have agreed on the compared to other companies I know, in the corporation employee turnover is low.

For the question under this category which is, “In this corporation there is high level of understanding other’s feelings.”,2.9% of the respondents strongly agreed, 22% of the respondents agreed, 26% of the respondents were neutral, 33.5% of the respondents disagreed and 15.6% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.63(medium). Therefore it can be concluded that the respondents have neutral perception onin this corporation there is high level of understanding other’s feelings.

For item no. 4 under this category which is, “Immediate supervisors pay due respect for their employees as individuals.”,4.6% of the respondents strongly agreed, 32.4% of the respondents agreed, 25.4% of the respondents were neutral, 26.6% of the respondents disagreed and 11% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.93(medium). Therefore it can be concluded that,immediate supervisors pay due respect for their employees as individuals is medium.

For the last item under this category which is, ”Equitability in the corporation is magnified among employees.”,3.5% of the respondents strongly agreed, 26% of the respondents agreed, 18% of the respondents were neutral, 38% of the respondents disagreed and 14.5% of respondents strongly disagreed. The aggregate mean value of this variable is calculated to be 2.66(medium). Therefore it can be inferred that equitability in the corporation is magnified among employees. The aggregate value under this category is 2.82,therefore, it can be deduced that respondents are neutral concerning people oriented culture.

3.3.5. Team Oriented Culture

When effective and efficient teams are put to effect the output will be greater than the sum of the output of individual attempt. Creativity prospers when people work together on a team. Working together lets employees build on the talents of their team mates. Builds trust encourages healthy risk-taking.

Table 4.8 The Respondents Attitude on Team Oriented Culture

No	Statements	Frequency						Mean	Std. Deviation	
		SA	A	N	DA	SDA	Total			
1	In the corporation working together is a great opportunity to acquire skills that employees never had before.	No	19	65	43	35	11	173	3.27	1.10
		%	11	37.6	24.9	20.1	6.4	100		
2	In the corporation team work is advantageous for employees to excel in their performance instead of doing tasks alone.	No	33	44	43	34	19	173	3.22	1.27
		%	19.1	25.4	24.9	19.6	11	100		
3	In the corporation working in team has created bondage among team members	No	25	63	32	39	14	173	3.27	1.20
		%	14.5	36.4	18.5	22.5	8.1	100		
4	In the corporation members in work team contribute their best for the success of the team.	No	20	60	42	39	12	173	3.21	1.13
		%	11.6	34.7	24.3	22.5	6.9	100		
5	In the corporation team work is encouraged and those who work in team are modeled.	No	18	40	32	66	17	173	2.86	1.19
		%	10.4	23.1	18.5	38.2	9.8	100		
Aggregate Mean			3.17							

Source: Own survey, 2019

From the data presented on table 4.8, with respect to the item “In the corporation working together is a great opportunity to acquire skills that employees never had before.”, 11% of the

respondents strongly agreed, 37.6% of the respondents agreed, 24.9% of the respondents were neutral, 20.1% of the respondents disagreed and 6.4% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.27(high). Therefore it can be inferred that the respondents have agreed on in the corporation working together is a great opportunity to acquire skills that employees never had before.

From the data presented on table 4.8, with respect to the item “In the corporation team work is advantageous for employees to excel in their performance instead of doing tasks alone..”, 19.1% of the respondents strongly agreed, 25.4% of the respondents agreed, 24.9% of the respondents were neutral, 19.6% of the respondents disagreed and 11% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.22(high). Therefore it can be concluded that the respondents have agreed on in the Corporation team work is advantageous for employees to excel in their performance instead of doing tasks alone.

For the question under this category which is, “In the corporation working in team has created bondage among team members.”, 14.5% of the respondents strongly agreed, 36.4% of the respondents agreed, 18.5% of the respondents were neutral, 22.5% of the respondents disagreed and 8.1% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.27(high). Hence it can be concluded that the respondents have agreed perception on in the Corporation working in team has created bondage among team members.

For item no. 4 under this category which is, “In the corporation members inwork team contribute their best for the success of the team.”, 11.6% of the respondents strongly agreed, 34.7% of the respondents agreed, 24.3% of the respondents were neutral, 22.5% of the respondents disagreed and 6.9% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.21(high). Then it can be concluded that in the corporation members inwork team contribute their best for the success of the team.

For the last item under this category which is, ”In the corporation team work is encouraged and those who work in team are modeled.”, 10.4% of the respondents strongly agreed, 23.10% of the respondents agreed, 18.5% of the respondents were neutral, 38.2% of the respondents disagreed and 9.8% of respondents strongly disagreed. The aggregate mean value of this variable is calculated to be 2.86(medium). Therefore it can be inferred that in the corporation team work is moderately encouraged. The aggregate value under this category is 3.17. From this it can be

taken that respondents have moderate perception concerning team oriented culture of the Corporation.

3.3.6. Attention To Detail Culture

Work lives are expressed among other things by the inevitable existence of competition between employees. Employees compete for recognition, promotion and scarce resources. Competition sometimes is easy, other times it becomes very strong. Having a culture of strong competition based on performance is useful for a company to be productive and innovative.

Table 4.9 The Respondents' Opinion on Attention to Detail Culture

No	Statements		Frequency						Mean	Std. Deviation
			SA	A	N	DA	SDA	Total		
1	To overcome tough competition employees are expected to exhibit precision.	No	10	36	41	60	26	173	2.68	1.14
		%	5.8	20.8	23.7	34.7	15	100		
2	Employees are expected to act in accordance with the instruction given from supervisors.	No	15	90	33	27	8	173	3.45	1.00
		%	8.7	52	19.1	15.6	4.6	100		
3	The corporation adheres to zero-tolerance policy against any inaccuracy.	No	5	51	34	63	20	173	2.76	1.09
		%	3	29.4	19.6	36.4	11.6	100		
4	By Paying detail attention to employee integration the corporation enhanced it efficiency.	No	18	41	23	68	23	173	2.79	1.24
		%	10.4	23.7	13.3	39.3	13.3	100		
5	Accomplishing tasks with concern add value to the Corporations productivity.	No	24	57	29	43	20	173	3.13	1.26
		%	13.8	32.9	16.8	24.9	11.6	100		
Aggregate Mean			2.96							

Source: Own survey, 2019

From the data presented on table 4.9, with respect to the item “To overcome tough competition employees are expected to exhibit precision..”, 5.8% of the respondents strongly agreed, 20.8% of the respondents agreed, 23.7% of the respondents were neutral, 34.7% of the respondents disagreed and 15% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.68(medium). Therefore it can be inferred that the respondents have moderately agreed on in to overcome tough competition employees are expected to exhibit precision.

From the data presented on table 4.9, with respect to the item “Employees are expected to act in accordance with the instruction given from supervisors.”, 8.7% of the respondents strongly agreed, 52% of the respondents agreed, 19.10% of the respondents were neutral, 15.6% of the respondents disagreed and 4.6% of respondents strongly disagreed. The mean value of this variable is calculated to be 3.45(high). Hence it can be concluded that the respondents have agreed on employees are expected to act in accordance with the instruction given from supervisors.

For the question under this category which is, “The corporation adheres to zero-tolerance policy against any inaccuracy.”,3% of the respondents strongly agreed, 29.4% of the respondents agreed, 19.6% of the respondents were neutral, 36.4% of the respondents disagreed and 11.6% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.76(medium). Hence it can be inferred that the respondents have moderately agreed on the corporation adheres to zero-tolerance policy against any inaccuracy.

For item no. 4 under this category which is, “By Paying detail attention to employee integration the corporation enhanced itsefficiency.”, 10.4% of the respondents strongly agreed, 23.7% of the respondents agreed, 13.3% of the respondents were neutral, 39.3% of the respondents disagreed and 13.3% of respondents strongly disagreed. The mean value of this variable is calculated to be 2.79(medium). Therefore it can be concluded that respondents’ opinion on by Paying detail attention to employee integration the corporation enhanced itsefficiency was moderate.

For the last item under this category which is, ”Accomplishing tasks with concern add value to the Corporations productivity.”,13.8% of the respondents strongly agreed, 32.9% of the respondents agreed, 16.8% of the respondents were neutral, 24.9% of the respondents disagreed and 11.6% of respondents strongly disagreed. The aggregate mean value of this variable is calculated to be 3.13(medium). Hence it can be inferred that in the corporation accomplishing

tasks with concern add value to the Corporations productivity. The aggregate value under this category is 2.96. From this it can be taken that respondents have moderate perception concerning detail oriented culture of the Corporation.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This research paper has tried to assess the practice of organizational culture in Ethiopian Railways Corporation. Hence, this chapter explains the summary of findings from which conclusions are drawn and that would exactly answer the basic research question of the study and recommendation to the case study forwarded to the Corporation. Therefore the summary of major findings, conclusions and recommendations are presented below.

5.1. Summary of Major Findings

The paper tries to analyze the employee opinion on the organizational culture of Ethiopian Railways Corporation with respect to innovative culture, aggressive culture, outcome oriented culture, stable culture, people oriented culture, team oriented culture, and attention to detail culture.

With respect to innovative culture: The aggregate mean value for innovative culture was 2.80, which means that the condition in the corporation is not much supportive for creativity and innovation.

With respect to aggressive culture: The aggregate mean value for aggressive culture was 2.89, which implies that aggressive culture in the Corporation is at medium level.

With respect to outcome oriented culture: The aggregate mean value for outcome oriented culture was 2.71, which implies that outcome oriented culture in the Corporation is at medium level

With respect to stable culture: The aggregate mean value for outcome oriented culture was 2.75, which implies that the stable culture in the Corporation is at medium level.

With respect to people oriented culture: The aggregate mean value for outcome oriented culture was 2.82, which implies that people oriented culture in the Corporation is at medium level

With respect to team oriented culture: The aggregate mean value for outcome oriented culture was 3.17, which implies that team oriented culture in the Corporation is at medium level.

With respect to attention to detail culture: The aggregate mean value for outcome oriented culture was 2.96, which implies that attention to detail oriented culture in the Corporation is at medium level.

5.2. Conclusions

The unique culture of a company is formed from beliefs, ideologies, principles and values of an organization. This organization culture guides the behavior of each individual, and the company as a whole, as to the way they interact among themselves and between the external environment. Based on the findings I conclude about the organizational culture of the Corporation in the following manner.

- Based on the findings supervisors relatively encourage employees with suggestions for improvement, but in general the environment of the corporation is not supportive for innovation. The system to reward employees with creative ideas has to be laid. This enhances employees' commitment towards the Corporation.
- Employees of the corporation show a tendency to reasonably argue, that means they don't simply accept and put into effect what they have been told to do. The corporation's mission statement is not commonly shared, that means the Corporation should strive and approach employees through HR and Railways Academy to hold a discussion and give relevant training. There has to be a mechanism of rewarding and encouraging superior performance.
- The Corporation emphasizes more or less on the results achieved, but it has to be emphasized that doing with efficiency is not enough, it is more important first to determine what to do. This increases employees' commitment.
- The respondents are not contented with the work discipline in the Corporation. The relative bureaucratic method of functioning maintains accountability, but still many gaps are observed in giving equal chance to succeed, decreased employee morale and reduced productivity and innovation. The corporation relatively performs in regular patterns of habits and actions.
- In a company where employees are its valuable asset, it is delightful for them to work there, productivity increases and innovation becomes the desire and result of employees. On the contrary, if employees are considered as debts to the company the impact will be seen on the company itself, employee family and social life will be disturbed. The feeling

indebtedness by employees may cause employees to be unproductive, frustrated and discouraged. The understanding of employees' emotions is not developed. Had this not been compensated by the team oriented culture, this would have negatively affected the relation among employees. So the attitude towards employees has to be improved,

- Improving every part of the performance, enhancing the inspiration of every member of the team morale of employee is the advantage of team-oriented culture. In addition to the above team-oriented culture also creates bondage (sense of belongingness) among team members. To conclude, in the corporation, a culture of working in a team is comparatively in a better position when compared to other cultural dimensions. But the corporation has to model those who work in team and capitalize it.
- Recognition and promotion are not by merit alone, so employees are not demanded to show their talent to win the competition. Policies and procedures are adhered to some extent, this is useful in tracing accountability. Employee orientation to work, co-workers, workplace and corporate culture is not regularly performed. This results in less productivity, miscommunication and long term financial unhealthiness.

5.3. Recommendations

By looking at the above conclusions extracted from the findings, the following important recommendations were made to contribute to the Organizational Culture of Ethiopian Railways Corporation.

The finding of this research confirmed that the Corporation has a dominant culture defined by high team oriented culture, encouraging supervisors for suggestions for improvement, assertive employees and adhering to instructions given from supervisors.

- The encouragement for suggestion for improvement has to be widely practiced at a company level. This helps to increase employee commitment.
- The Corporation's vision has to be equally shared among employees through discussions and trainings. The system has to support to recognize superior performance and reward those who outshine in their performance. The system has to support to protect employees against discrimination.
- Regarding the stable culture the following approaches can improve the condition: a genuine discussion should be held with employee, set some motivation system, and rewarding the required results.

- To improve work discipline a genuine discussion should be held with employee, set some motivation system, rewarding the required results. With regards to bureaucratic method of functioning the Corporation should stick to it, as far as it facilitates accountability, but employees should exercise freedom to make decision on their own.
- The Corporation has to hold employee and management responsible for the achievement and tie rewards to performance. The Corporation needs to improve the capacity and initiation of supervisors to translate the Corporation's objective into meaningful jobs.
- With the result observed in people oriented culture the Corporation is low performer. It has to value fairness, supportiveness, respecting individual rights. Employees should be considered as valuable assets and treated accordingly.
- With respect to team oriented culture the Corporation has to give more weight to encourage the existing situation to get more result. Those who work in team should be modeled.
- Integrate employees with coworkers, other departments and with the industry as a whole, proper job orientation on specific areas..

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APPENDIX 'A': SURVEY QUESTIONNAIRE



ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Dear Respondents,

The purpose of this questionnaire is to collect data for the consumption of research study that will be conducted on assessment of organizational culture in the Ethiopia Railways Corporation. It will be conducted as part of partial fulfillment of the requirement for the award of Master of Business Administration from St. Mary's University.

I assure you that the information you provide will be kept confidential & it will be used only for academic purpose.

Don't hesitate to contact me if you need any clarification on the questionnaires.

Please note the following:

- You are not required to write your name
- Put the tick (✓) mark in the given box
- Give your answers for open ended questions in the blank space provided.

Thank you in advance for your cooperation.

Wondifraw Legesse

Phone number 0911 131045

Part I: General information of Respondents

Please, indicate your answers by putting a tick() mark on the space provided in front of each question

1. Gender

Male Female

2. Age Group

Less than 20 years 20-30 years 31-40 years

41- 50 years Over 50 years

3. Work experience

0-5 years 6-10 years 11-15 years 16-20 years above 20 years

4. Educational Background

Certificate Diploma BA/BSC Degree Masters & Above

5. Position in the corporation.

Expert Team Leader Director Other specify-----

Part II

Would you please indicate your agreement/disagreement by putting a tick () mark in the space provided in front of each question for the five scale rating questions form 1 to5, where 5= Strongly agree (SA), 4= Agree (A), 3= Neutral (N), 2= Disagree (DA), 1= strongly Disagree (SDA)

S.N.		SA(5)	A(4)	N(3)	DA(2)	SDA(1)
	Innovative culture					
1.	There is conducive environment for creativity and innovation.					
2.	Employees' ideas are rewarded by the corporation					
3.	Employees are provided with all the necessary resources to put the new ideas into action					
4.	Employees are always encouraged to take risk in the process of innovation					
5.	My immediate supervisor encourages My suggestions for improvement					
	Aggressive Culture					
1.	Employees are assertive and attempt to logically win rather than easy going					
2.	The corporation's vision stimulate employees to go above and beyond their daily activity					
3.	The corporation protects its employees against discrimination					
4.	There is access to the material resources needed to do your work properly					
5.	Superior performance is encouraged					
	Outcome oriented culture					
1.	Employees are pressured to achieve corporations objectives, even if these involve substantial risks.					
2.	The corporation evaluated its success based on results accomplished					
3.	The regular course of procedure in the corporation is not a cause for failure to act					
4.	Supervisors have achieved in translating the corporation's objectives into meaningful job					
5.	In the corporation there is heavy pressure to perform the task even if this is at the expense of employees					
	Stable culture					
1.	A very strict work discipline exists in the corporation					
2.	Employees are expected to deliver the minimum output every time					
3.	The corporation follows a very bureaucratic method of Functioning					

S.N.		SA(5)	A(4)	N(3)	DA(2)	SDA(1)
4.	In the corporation activities are predictable					
5.	Employees are encouraged to take initiative and make decisions on their own					
	People oriented culture					
1.	The corporation considers its employees as valuable asset					
2.	Compared to other companies I know, in the corporation employee turnover is low.					
3.	In this corporation there is high level of understand others' feelings.					
4.	Immediate supervisors pay due respect for their employees as individuals					
5.	Equitability in the corporation is magnified among employees					
	Team Oriented Culture					
1.	In the corporation working together is a great opportunity to acquire skills the employees never had before.					
2.	In the corporation team work is advantageous for employee to excel in their performance instead of doing tasks alone					
3.	In the corporation working in team has created bondage among team members.					
4.	In the corporation members in work team contribute their best for the success of the team.					
5.	In the corporation team work is encouraged and those who work in team are modeled					
	Attention to the detail culture					
1.	To overcome tough completion, employees are expected to exhibit precision					
2.	Employees are expected to act in accordance with the instructions given form supervisors					
3.	The corporation adheres to a zero-tolerance policy against any inaccuracy					
4.	Paying detail attention to employee integration enhances efficiency					
5.	Accomplishing tasks with concern add value to the corporation's productivity.					

Please, express your view if you have any additional comments. _____

APPENDEX 'B': INTERVIEW QUESTION



ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

Interview questions for the Deputy Chief Executive Officer of Human Resource, Deputy Chief Executive Officer of Railways Academy and Human Resource Department Manager.

1. Is there any conducive environment for creativity and innovation?
2. Do you encourage employees to suggest for improvement?
3. Is employees' performance is measured by the output they deliver?
4. Do you believe some times adherence to policies and procedures become road blocks and try to change customs?
5. Fairness and equitability are the foundation of the corporation?
6. How much does the Corporation tolerate a mistake that employees commit when performing their duties?
7. Do you agree precision to be one of the standards to evaluate employees?
8. How do you evaluate the existing culture of the Corporation?
9. What is HR' role developing strong culture in the Corporation?

Declaration

I, the undersigned, declare that the work entitled assessment of organizational culture practice: the case of Ethiopian Railways Corporation is the outcome of my own endeavor and study and that all sources of material applied for the study have been duly acknowledged. I have prepared it independently under the guidance of ShoaJemal (Asst. Professor). In addition I approve that this thesis has not been presented either partially or in full to any other university.

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Signature