ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES
THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE
PERFORMANCE

IN THE CASE OF ETHIOPIAN ETHIO TELECOM

By

OLYAD EBBA

olyadebba@gmail.com/olyad_ebba@yahoo.com /0911945952

DECEMBER, 2020
ADDIS ABABA, ETHIOPIA

1

THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

INTHE CASE OF ETHIOTELECOM

BY
OLYAD EBBA

A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENETS FOR THE DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

ST.MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS
THE IMPACT OF ORGANIZATIONAL CULTURE ON EMPLOYEE PERFORMANCE

BY
OLYAD EBBA

APPROVED BY BOARD OF EXAMINERS

_____   _____

Dean, Graduate Studies   **Signature & Date**

Temesgen Belayneh (Assistant Professor)

Advisor   **Signature & Date**

Girma Tegene (Associate Professor)   03/13/2021

External Examiner   **Signature & Date**

Goitom abrham (professor)

Internal Examiner   **Signature & Date**

Contents

List of table

List of figure

ACKNOWLEDGMENT

ABSTRACT

The objective of this study is to examine the impact of organizational culture on employees performance in ethio telecom the study adopted a quantitative research methodology and collected primary and secondary data ,the primary data was collected from ethio tellecom employees using structured questioners and the secondary data was collected by reviewing different literatures ,the study used hofsteads model of organizational culture among the six models only four of them are selected for the purpose of this study which are power distance, collectivist, feminist and uncertainty avoidance. One hundred and seventy seven questioner were distributed and one hundred fifty five was collected form ethio telecom employees that work at post office branch (head quarter)   and entered in to spss and interpreted by using descriptive statistics ,correlation and multiple regression analysis the finding of this study imply that there is a large power distance among employees which imply that the present of more hierarchal structure at ethio telecom and the presence of feminist employees means employees at ethio telecom care about the quality of work with group mentality or collectivism there is a trust among employees and they fell like part of a team that   and there is high level of uncertainty avoidance employees not encouraged to be creative this could be a hindrance for change among the organizational models feminist culture and collectivism have a positive and direct relation and have impact on performance the hypothesis related with the two variables have been accepted and significant, the hypothesis relate power distance and uncertainty avoidance are rejected   both have a positive relation with performance but insignificant according to the regression analysis both cannot explain performance there for each cultural element or model have different relation with performance ,changing the practice of culture so that it can have a positive impact on performance , large power distance to low power distance so that employees can participate on important decision making process, and low uncertainty avoidance can help employees to become more creative and open for new things or change   and some practiced like feminism and collectivist need to be appreciated and keep practicing so as to strength important culture

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Management is the process of reaching organizational objective by using different available recourses thruough different management functions this are planning, organizing, staffing, directing, controlling.

Coordination is an important feature of management which means the integration of the activities, processes and operations of the organization and synchronization of efforts, to ensure that every element of the organization contributes to its success

Reserchers argued "improving the condition of employees would inevitability lead to increased production and profit " many recognized the importance of human resources in an organization

mangment is getting tihngs done through others by motivating ,leading, cordinating employees to achive organizational goal an organization use different resources such as financial resources ,human resources material or information resources and each recourses need to be managed properly , human resource is the most valuable resources

The role of human resources professionals is to ensure that a company's most important asset is human capital being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.
Human Resources staff is also responsible for advising senior staff about the impact on people (the human resources) of their financial, planning, and performance decisions
Human resource management involves both strategic and comprehensive approaches to managing people, as well as workplace culture and environment.
each employee contribute to performance in reaching organizational goal in order to achieve the planed objective , employees performance is essential everything is done through people so

managing organizational behavior is important,Organizational culture is an important concept in studying how organizations behave.

Organizational behavior involves the study of human behavior, attitudes, and performance within an organizational setting; drawing on theory, methods and principles from such disciplines as psychology, sociology, political science and cultural anthropology to learn about individuals, groups, structure and processes .(Armstrong M, 2011)

"Culture is the soul of the organization—the beliefs and values, and how they are manifested. I think of the structure as the skeleton, and as the flesh and blood. And culture is the soul that holds the thing together and gives it life force." Henry Mintzberg as cited by *(*Armstrong M, 2011 *)*

Culture is defined as a common perception held by the members of the organization or a sense of shared meaning.its how employee see thire organization,the day to day rutin way common understainding heald by employees, individuals from different back ground and different class can discribe organizational culture in the same way or have similar understanding

Organizational culture can play key role to determine the level of outcome success of organization and performance of employees can be affected by many factors including organizational culture

Organizational culture have a very powerful impact on the day to day work performance of the employee

Performance is the measurement of ability or the degree of achieving organizational or personal goal using different recourse effectively and efficiently,(Cascio ,2006)

Planning, reviewing against the standard, measuring and evaluating, employees job is how we understand how an individual perform(Senait L,2017)

Assessing the impact of organizational culture on employees performance is important issue in the case of Ethiopian government organizations since Ethiopian tell communication is one of the large organization controlled by the government

1.2 Statement of the Problem

Globalization and alliances making organization to become efficient and effective in every aspect telecom industry's owned by government organizations needs to be the leader of these change since ethio telecom is the only service provider of telecom service in Ethiopia but recently some changes are witnessed, the Ethiopian government are going to allow foreign telecom companies to join the market every bureaucratic systems have to change to fit the dynamics new competition and culture is the important factors of change or could be a barer for change so investigating cultural practice on performance is essential.

Culture is a collective way of thinking, behaving the acceptable way, Organizational culture is a shared assumption value and beliefs that shows employees what is appropriate and inappropriate as well as what is right and wrong organizational culture have strong influence on how employees behave and perform. And also it's believed that culture can be a hindrance for change or performance

Behavioral pattern and thinking is affected by culture when we compare one organization culture to other we will be aware of the culture of the organization(Samson,2015).

Dynamics and transparent culture can be developed by the improvement of performance management, there is a significant relationship between organizational culture and performance management (Nwachukwu , 2016) . According to (Ahmed m & Shafiq, 2018) when there is a power distance employees seeks their problem to be solved by the management In this situation employees respect their supervisors by enhancing the performance in return. (Nazarian et al,2017) Try to show the four cultural national dimensions with balanced organizational culture and performance the finding suggest that masculinity/femininity have no significant relation with performance. And the other three power distance, individualism /collectivist and uncertainty avoidance have a positive relation with performance.

Managers that are characterized by masculinity which indicates that they are result oriented and value the final outcome indicate that there is a positive relation with performance Ahmed & Shafiq, (2018). Hofstede's four cultural dimensions power distance, individualism vs collectivism, femininity vs masculinity, and uncertainty avoidance – were thoroughly examined for their impact on organizational learning and innovation performance The overall result with respect to Ethiopia indicates that its current cultural set up negatively affects the learning,

innovation, and innovation performance of the manufacturing firms operating (K.T.Beyene et al, 2016) .

(Mohamed et al, 2013) demonstrates that there is a positive relationship between masculinity and employee's performance there is an important relationship between masculinity-femininity and worker's performance, the more masculinity is in the organization will lead to better employee's performance

Since there is a disagreement among researchers about the relationship between organizational culture and performance and employees should have deep understanding about the organizational culture there have been little evidence to prove the relationship of organizational culture and   performance.(Salihu, 2016).

The nature and context of organizational culture are different from organization to organization and country to country, the relationship of organizational culture and employee performance is worth to investigate for organization like ethio telecom

1.3 Research Questions

What is the practice of organizational culture and the impact on employee's performance?
What cultural dimension affects organizational performance?
What kind of relationship is there between organizational culture and employees performance?

1.4 .Objectives of the Study

The main objective of this study is to investigate the impact of organizational culture on employee's performance in ethio telecom.

1.5. Specific objective of the study

The study was conducted based on the following research hypothesis which were derived from the
specific objectives and has been tested in this study.

- To investigate the cultural dimensions based on Hofstede model and impact on performance
- To identify the relationship between organizational culture and performance

1.6. Research hypothesis

- H1 power distance have a positive impact on employees performance
- H2 feminists cultural dimension have a positive impact on employees performance
- H3 uncertainty avoidance have a positive impact on employees performance
- H4 collectivism have a positive impact on employees performance

1.7. Significance of the study

the study will focus on the impact of organizational culture on employees in ethio telecom the study may contribute to the management of ethio telecom to get insight and understand the culture and the impact on employees performance what kind of organizational components have positive or negative impact on performance and how it helps to understand organizational culture toward the attainment of organizational goal

The research outcome is expected to benefit managements of ethio telecom to reconsider cultural hindrance or to strength their strong values and shared assumptions

1.8. Scope of the study

There are a number of ethio telecom branches in different regions and cities   in Ethiopia this research was conducted on Addis Ababa and one of the selected ethio telecom branch ,post office or head quarter

geographical area coverage was only limited to Addis Ababa ,and   the study is limited to focus only on selected employees who are working at ethio telecom

and also   non-government organizations and other private entities are out of the scope of this study was only   limited on the specific place Addis Ababa and one specific branch .

there is different organizational models developed that are not included since organizational culture is a broad   and dynamic concept it's difficult to investigate all component of organizational culture with respect to employees performance the study used Hofstede model of organizational culture and used four dimensions among the six this are   power distance,

collectivist ,feminist and uncertainty avoidance and two dimensions that are excluded from this study is long term vs short term orientation and indulgence vs restraint .

1.9. back ground of the organizatin

BRIEF HISTORICAL REVIEW OF TELECOM SECTOR IN ETHIOPIA (1894-1942)

*Telecommunications service was introduced in Ethiopia by Emperor Menelik II in 1894 when the construction of the telephone line from Harar to the capital city, Addis Ababa, was commenced.

* Then the interurban network was continued to expand satisfactorily in all other directions from the capital.

*Many important centers in the Empire were interconnected by lines, thus facilitating long distance communication with the assistants or operators at intermediate stations frequently acting as verbal human repeaters between the distant calling parties.

*As a continuation of the 2005/06-2009/10 five-year plan and after concentrating its efforts on education, health and agriculture,

Establishment of ethio telecom

* the Ethiopian government has decided to focus on the improvement of telecommunication services, considering them as a key lever in the development of Ethiopia,

*ethio telecom is born, on Monday 29th November 2010, from this ambition of supporting the steady growth of our country, within the Growth Transformation Plan (GTP), with ambitious objectives for 2015.

Vision

…to be a world-class provider of telecom services

Mission

...to provide world-class, modern and high-quality telecom services for all citizens equitably so as to transform the multifaceted development of the country to the highest level.

Core values

* Customer-centric

* Excellence

* Accountability

* Impartiality

* Sharing

Ethio telecom company profile

CHAPTER TWO

LETTREATURE REVIEW

2.1. Theoretical review

Organization culture is what shape people how to behave in an organization it's a pattern of values, norms, beliefs, attitudes and assumptions it shapes what is to be important, how to behave, it's possible to say unwritten rule of behavior about how things should be done (Armstrong , 2011).

Organization culture is written and verbal circulated rule or orientation toward employees that guide behavior, aspect of stable beliefs, value and principles developed and shared among the members of the organization also includes goals and philosophies, visible structures and processes, and the assumptions that underlie the thoughts processes, feelings, beliefs, and perceptions of individuals within Organizations (Maseko ,2017).

Edgar Schein, as mentioned by fred lauurent define 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 valuable and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Organizational culture refers to a system of shared meaning held by the members of each organization that can distinguish the organization from other organizations. (Robbins S & judge T ,2013)

Some manifestations of organizational culture dress norms, stories people tell about what goes on, the organization's formal rules and procedures, its formal codes of behavior, rituals, tasks, pay systems, jargon, and jokes only understood by insiders, and so on will be become clear as an individual start to communicate with an organization . Joanne Martin rivewd by fred lurrent

Although there are a number of problems and disagreements associated with the conceptualization of organizational culture organizational culture is quite complex most definitions, including the preceding, recognize the importance of shared norms and values that guide organizational participants' behavior. In fact, there is research evidence that not only are

these cultural values taught to newcomers, but newcomers seek out and want to learn about their organization's culture(fred lauurent ,2010)

2.2 characteristics of organizational culture

Organization culture is a means to provide identity to employees defined shared perception and value can help people to be familiar with their organization mission and be the part of it (meseret ,2018)

According to Robbins there are seven primary characteristics seem to capture the essence of an organization's culture

Innovation and risk taking the degree of encouragement that an organization appreciates either to be innovative or risk takers.

Attention to detail the degree to which employees are expected to exhibit precision, analysis, and attention to detail.

Outcome orientation the degree to which management focuses on results or outcomes rather than on the techniques and processes used to achieve them.

People orientation the degree to which management decisions take in to consideration the effect of outcomes on people within the organization.

Team orientation the degree to which work activities are organized around teams rather than individuals.

Aggressiveness The degree to which people are aggressive and competitive rather than easygoing.

Stability The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

Organizational culture has a number of important characteristics. According to fred lauttant Some of the most readily agreed upon are the following:

Observed behavioral regularities when organizational participants interact with one another, they use common language, terminology, and rituals related to deference and demeanor.

Norms. Standards of behavior exist, including guidelines on how much work to do, which in many organizations come down to "Do not do too much; do not do too little."

Dominant values there are major values that the organization advocates and expects the participants to share. Typical examples are high product quality, low absenteeism, and high efficiency.

Philosophy There are policies that set forth the organization's beliefs about how employees and/or customers are to be treated.

Rules There are strict guidelines related to getting along in the organization.

Newcomers must learn those "ropes" in order to be accepted as full-fledged members of the group.

Organizational climate this is an overall "feeling" that is conveyed by the physical layout, the way participants interact, and the way members of the organization conduct themselves with customers or other outsiders.

2.3. Model of organizational culture

There is different kind of organizational culture it can vary from one organization to another there are different dimension developed by different researchers each of them with different trait and different behavior some of them are discussed as follow

2.3.1 Hofstede's Model of Organizational Culture

It is a framework for cross-cultural communication, developed by Geert Hofstede. It describes the effects of a society's culture on the values of its members, and how these values relate to behavior, using a structure derived from factor analysis by examining worldwide employees there are six organizational culture dimensions

Power distance

Power distance can be defined as the extent to which the less powerful members of institutions and organizations within a country expect and accept that power is distributed unequally. Institutions are the basic elements of society, such as the family, the school, and the community;

organizations are the places where people work there could be large power distance or small power distance

Employees in large power distance organization expect they should be told what to do ,superiors and subordinates consider each other as existentially unequal the hierarchical system is based on this existential inequality. The Organizations is a centralize power as much as possible. There is a large number of supervisory personnel, structured into tall hierarchies of people reporting to each other it is believed that assigning team leaders or group leader who will be responsible for their respective teams and have the challenge of extracting the best out of the members. In this situation power comes first and respect follow

In the small power distance situation, subordinates and superiors consider each other as existentially equal employees think that power should be used legitimately under the same rule and when it comes to their work employees expect to be consulted not to be told and respect comes first every employee is accountable for his own performance

Individualism vs collectivism

In an individualist culture employees are expected to act according to their own interests, and work should be organized in such a way that their self-interest and the employer's interest coincide, personal achievement and individual right are appreciated, individuals are expected to stand up for their self , managers manage individuals bonus and benefit packages are according to the individuals performance

In a collectivist culture when employees are hired it's according to the group that are present either that individual can fit to the group or not is the first priority, this may not always coincide with their individual own interest but expected to act like that of the group management manage the group rather than individuals also benefit and packages will be determined according to the group's performance

Masculinity vs. feminine

A man can be feminine and also women can be masculine it's not about the gender of the individual it's about emotional gender roll of individual

When employs value competitiveness, assertiveness, materialism, ambition and power it's called Masculine culture , emotional gender roles are clearly distinct men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. Work prevails over the family work is acceptable excuse to neglect family but family is not acceptable excuse your work Focus on opposition and computation so as to get the maximum out come out of individual

Feminine focus on a humanized job should give more opportunities for recognition, advancement, and challenge. This is the principle of job when emotional gender roles overlap both men and women are supposed to be modest, tender, and concerned with the quality of life it's called feminine culture more value on relationships and quality of life gender roll separation is not there or weaker

Feminine culture focus on people orientation, a humanized job should give more opportunities for mutual help and social contacts can try to balance family and work

Uncertainty- avoiding

Uncertainty- avoiding culture is when an organization have more formal laws and informal rules controlling the rights and duties of employers and employees could have more internal regulations controlling the work process

Uncertainty avoiding culture employees feel frighten by ambiguous and unknown situation and this kind of thing need to be fought because its believed that what is different is dangerous

People in such cultures look for structure in their organizations, institutions, and relationships that make events clearly interpretable and predictable believe in formalization

Employee and employers   tend to minimize uncertainty As much as they Can

But also there is uncertainty accepting culture which feel like ambiguity and unknown is just the way of live and what is different is curious in this situation few rules could be there but in case of necessity it could be broken believe in deregulation.

Long term vs short term orientation

Long term culture employee feels Pragmatic virtue to future reward perseverance persistence, saving and adapting to changing environment ,good and evil are relative it can be changed over time application of norm depends on the situation, and look forward to learn from others

Short term orientation is a virtue related for past and present such as national pride respect for donation and fulfilling social obligation goods and evil is absolute and always the same fixed norm is always applied whatever the situation.

Indulgence Vs Restraint

This dimension is about how a person express or control their impulse and desire it considers the extent for a society to full fill its desires it indicate that a society allows relatively free gratification related to enjoying life and having fun
Restrain a society suppressed gratification of need and regulate it through social norms

2.3.2 Edgar Schein Model

According to schein there are three dimensions these are artifact, value and assumption each of them are discussed as follow

Artifacts

its physical environment, employee interactions, company policies, reward systems, and other different observable characteristics this is easily recognizable or understandable and can be seen an individual can perceive it easily just by looking or reading it includes the mission vision ,dress code ,furniture and so on

Value

It's the rules of behavior, judgment on what's important the value of each individual can play a great dell for what kind of organization culture there is in an organization it's a rule of behavior how to behave how employees think and behave have an impact on the culture of an organization

Assumption

There are some beliefs and facts which stay hidden but do affect the culture of the organization this are things that are not discussed but understood it's hard to understand it by just observation affect communication and the behavior of employees couldn't be measured but make deference on organizational culture

2.3.3. Denison dimension

Denison describe organizational culture in four general dimensions Adaptability, Mission , Involvement, and Consistency

Adaptability

Is the ability to cope up with the changing environment how fast to understand the change and how to react to the competitive environment the pragmatic approach to any change and rapid response will differentiate high performing organization with low performing organization.

Mission

Is what show employees why they do each task the reason for each activity it's the overall purpose of way the organization existed to have a clear mission and to letting employees to understand it help an organization perform ,employees need to understand each task and activity is related to the organizations vision.

Involvement

Organization create high sense of responsibility and commitment this help employees that what kind of decision they are allowed to take Employees are encouraged to work in teams and they support each other to attain their work goals.

Consistency

Set of procedure that helps to govern the system It's a procedure or acceptable standard of performing a given task in an acceptable way with in a given time and standard and how well the organization reputedly or constantly perform, each employee is aware of the fact that their work impacts others and how the work of others impacts them.

Involvement

Involves creating responsibility by empowering employees using different technics to make them fit for the job training and development and employees will understand what's there responsibility on what kind of things need their decision and what is beyond their responsibility.

2.4 Performance

Different dictionaries describe performance according to Webster it's the execution of an action or the ability to perform efficiently on the accomplishment of some task

Performance is the final outcome of an individual or a group in organization achieving organizational goal by respecting and following the rule and responsibility(meseret,2018).

Now a days employees performance is beyond the task listed on job description employees have to contribute for the production of goods and service by performing their duty's and responsibility also act in the manner that contribute to the psychological environment of the organization by working to make the work place positive

Helping, respecting, complimenting coworkers at the same time they have to avoid Actions that actively damage the organization behaviors like stilling, damaging company property, behaving aggressively toward co-workers, and taking avoidable absences.(Robbins, 2013)

 As it was coated in Armstrong,(Barambah ,1988) define performance as not only about task but also about behavior

"Performance means both behaviors and results. Behaviors emanate from the performer and transform performance from abstraction to action. Not just the instruments for results, behaviors are also outcomes in their own right – the product of mental and physical effort applied to tasks – and can be judged apart from results."

Organization may have performance management system to provide guidance but this could work only managers capable of making them work They need the skills required to set objectives, conduct formal performance reviews and provide feedback (Armstrong,2011).

Performance can be measured as high, medium or low it is the ability both physical and psychological to a specific manner also can be used to describe different aspects such as societal organizational, employee or individual performance(meseret,2018).

 Managers have the responsibility to ensure that members of their team achieve high level of performance and Know how to agree and set expectation with employees what's expected from each of them and review the outcome against the expectation and   Managers have the

responsibility to decide that their employee needs development of skill and knowledge to enhance their performance (Armstrong,2011).

Performance management is about creating a culture which make employees and team to responsible how things should be done and improve way of performing a task and developing skills behavior and their contribution to goal of the organization,

It's about shared assumption that what is expected from the employees and how to be managed it's a joint process and quality of interrelationship between managers and employees (lauriej.mullins,2010).

2.4.1 Performance measurement

There are different variable's that can influence performance (Armstrong ,2011) summarized different scholars formula as follow

Performance is a multiplicative function of both ability and motivation is needed to perform well (Ability × Motivation) (Vroom ,1964).

(Blumberg and Pringle ,1982) their equation was Performance = Individual Attributes × Work Effort × Organizational Support

(Bailey et al ,2001) they noted that 'organizing the work process so that non-managerial employees have the opportunity to contribute discretionary effort is the central feature of a high performance work system'.

(Boxall and Purcell ,2003) combined the above three formula together This model posits that performance is a function of Ability + Motivation+ Opportunity to Participate (note that the relationship is additive, not multiplicative).

Traditionally agency's as well as business organization focus on internal process of performance size of the budget number of program controlled financial measures of their bottom line: return-on-investment, market share, and earnings-per-share but these approach couldn't provide full perspective on organizations performance for the a manager to manage effectively

Balancing internal and process measures with results and financial measures, managers can have a more complete picture and will know where to make improvements.

Kaplan and Norton developed a set of measures that they refer to as "a balanced scorecard." They recommend that managers gather information from four important perspectives These measures give top managers a fast but comprehensive view of the organization's performance and include both process and results measures

The customer's, internal business, innovation and learning and financial perspective

It tries to address questions like How do customers see us?, What must we excel at?, Can we continue to create and improve the value of our services?, How do we look at the profit and market share , and other stakeholders?

2.5 Research gap

there are different studies conducted to identify the relationship between organizational culture and performance in different geographical locations such as (Owino O. J & Francis K ,2019) (Owino O. J & Francis K ,2019) microfinance institution in Kenya,(Mohammad J ,2013) telecommunication sector in Bangladesh ,(Ibrahim M & Irfan M ,2016) in sir lanka,(Paschal A & Nizam I ,2016) in telecommunication industry in Singapore ,(Jiddah s et al ,2016) in Nigeria and others each of this studies try to identify and used different cultural dimension and present their evidence

also in Ethiopia(Betelham H ,2017) ,(Samson t,2015) ,(Meseret N,2018) ,(Senait L,2017) as the researcher knowledge there is no study conducted on ethio telecom regarding the impact of organizational culture on employees performance there for this study try to narrow the gap by investigating the relationship between organizational culture and employees performance in Ethiopian telecommunication.

2.6 Empirical Review

Different scholars believe that strong organizational culture can influence employee's performance towards achieving the organizational goal but also could be a barrier to change Different cultural dimensions are used to investigate the relationship between organization culture and performance

It is not possible to say that one culture is better than another, only that a culture is to a greater or lesser extent appropriate, in the sense of being relevant to the needs and circumstances of the organization and helping rather than hindering its performance. However, embedded cultures exert considerable influence on organizational behavior and therefore performance.

If there is an appropriate and effective culture it is therefore desirable to take steps to support or reinforce it. If the culture is inappropriate, attempts should be made to determine what needs to be changed, and to develop and implement plans for change. (Armestrong, 2011)

According to (Betelhaim,2017) organizational culture has a positive relationship with performance the researcher used the Danielson's organizational model the researcher choose three dimensions involvement ,consistency and mission as per her finding this dimensions have a positive impact on performance each dimensions with their own sub division significantly and highly practiced in jone snow incorporated research and training institute they influence employee job performance(Betelehaim,2017).

a qualitative research with robust and in depth observation explained how employs belief ,norm gesture and all relevant aspect of organizational culture impacted on firms performance this paper try to pin point both positive and negative aspect of culture which have major impact on employees and the organizations performance the paper provided a qualitative perception on how culture have interdependent and interactive association with performance (Uddin et al, 2013).

 A descriptive survey that was undertaken in Kenya focusing on micro finance industry the research came to conclusion that strong market culture provide internally generated financial solution by increasing long term financial sustainability of the organization, culture management could be a significant game changer in performance management the finding suggest that the promotion of market culture could improve internal generation of fund and create more sustainable institution results demonstrate that market culture is a good statistical predictor of both market performance and financial leverage (Owino & Francis , 2019).

the finding of a study on hospitality industry in united kigdom suggest that among the four hofsteades cultural dimension ,masculinity/feminist ,collectivism/individualism ,uncertainty avoidance power distance Except one dimension which is masculinity all have a positive impact on employs performance Involving employees in decision making by empowering them, which is consistent with UK national culture characterized by high individualism, low uncertainly avoidance and low power distance, could be the major factor for successfully enhancing organizational performance.(Nazarian,2017)

hofsteeds Each dimension was interpreted and generalizations to the performance impact in Sri Lankan organizations. Organizational culture is predictive of organizational performance as well employee performance. The findings of this study suggest that the cultural dimensions of collectivism and femininity are positively associated with employee performance than power distance and uncertainty avoidance in Sri Lanka(Ibrahim M & Irfan M ,2016)

different organizational dimensions or models are investigated against performance different scholars tried to come up with their own models through time each of them are tested or investigated, different findings are published since organizational culture is what hold together the organization the group , team, individuals for a purpose of achieving a goal by performing activities ,duties and responsibility it's important to come up with or to finding homogenous approach or cultural practice. The impact of organizational culture on employees and on organizational performance shows positive relation according to different scholars but there is a lots of models each dimensions and component have different outcomes the result vary from time to time or from organization to organization to come up with homogeneity conclusion more study and investigation is vital to narrow the knowledge gap.

2.7 Conceptual Frame work

In order to develop a conceptual framework independent variables and dependent variable are used. This conceptual framework was logically developed and designed. Based on the objective of this study, to identify the impact of organizational culture on employee performance in case of ethio telecom, organizational culture is the independent variable and employee performance is the dependent variable. Base on the difference literature review carry out on this study and the different frame work that has been analyzed for this research the researcher will use Hofstede national cultural dimension which is the researcher believed to be suitable for this study.

Among the six Hofstede national dimension this study choose four of them which is l power distance , feminist, uncertainty avoidance and collectivism among this dimensions when we look at hofsteeds research Arab and African country's large power distance feminism ,large uncertainty avoidance and collectivism ranked high scores compared to small power distance masculine small uncertainty avoidance and individualism therefore this research adopted this dimension and will investigate there relation with employees performance

ORGANIZATIONAL CULTURE   **EMPLOYEES PERFORMANCE**

 Independent variable

Dependent variable
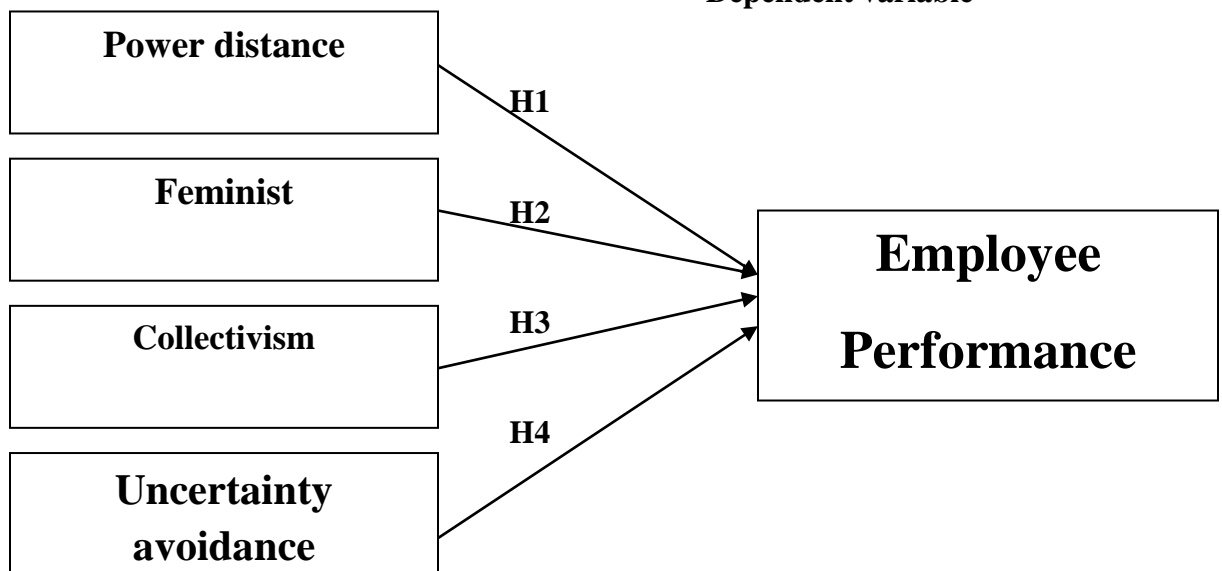
Figure 1 conceptual frame work

29

CHAPTER THEREE

RESERCH DESIGN AND METHODOLOGY

3.1 Research design and approach

This paper is concerned with the impact of organizational culture on employees performance In order to meet the objective of the paper this research adopted quantitative type of research approach it's appropriate to examine the relationship between two and more variables in the study, and is mainly relevant for theory testing was design to judge the impact of organizational culture on employee's performance in ethio telecom . For this purpose, culture is supposed as an independent variable while employee performance is taken as dependent variable

Self-administered questioner from hofteed dimension of culture and from different literatures about employees performance is used to measure how organizational culture and employee performance are related a Likert scale questioner to identify the agreement level of the respondent are used.

3.2 Targeted population

Population for the study involved employees at ethio telecom head quarter which is found at post office , Addis Ababa the research exclude all other branch offices both in Addis Ababa and regional places due to the geographical locations and may reasons. The targeted population for this study is 317 who works at the head office

3.3 Sample and Sampling Procedures

Simple random sampling and purposive sampling techniques is used to decide the participant

Purposive sampling is used to exclude employees like security and technical staff that may not be familiar with the subject under the study a sample size of 177 participant is drawn from the total population of 317, the researcher used the a sample size determination formula to decide the

sample size of the population, Respondents was drawn randomly from different departments and job categories to ensure reasonable representation

According to(Yamane,1967) for any sample given the estimated population proportion of 0.05 and 95% confidence level, the sample size is given by

$n=N / [1+N (e)^2]$

Where

n= is the sample size

N= is the total population size, and

e= is the level of precision or sampling error = (0.05)

Taro Yamane (1973)

Therefore

$N=317 / [1+317(0.05)^2] = 177$

Among the 177 questioners 155 questioners are collected means a respond rat of 87.5 response rate

3.4 Data Type and Sources

the sources of data is obtained from primary and secondary sources The primary data is collected from etho telecom using structured questionnaire 5-point Likert scale level of variables was used when designing questions questioners are developed from different literatures Secondary data is collected from published books, journals, procedures, and manual, internal memo, communication and written materials and reliable internet sources and websites etc.

3.5 Method of data collection

In this research, a survey design research methodology was applied to obtain responses from the respondents on a questionnaire, which has two main parts. The first part includes the general information about the respondents such as, gender, age, level of education year of service at ethio telecom , whereas the second part includes questions about the research variables such as

organization culture the model used for this study is hofteades cultural dimension and questions about employees performance.

3.5 Data analysis

Data is collected through questioners and analyzed and interpreted quantitatively which was organize with different statistical techniques like descriptive statistic, such as mean and standard deviation is calculated to determine which organizational cultural dimension is practiced at ethio telecom and measure performance rate of employees based on the percentage of respondent. The data was entered in to SPSS in order to draw simple tabulations to describe the demographic characteristics of the respondent.

Pearson's correlation also used in order to explain the relationship between the variables, dependent (employee performance) and the independent (organizational culture)

Pearson's correlation provided a result of how well variables are related; their strength of the linear relationship in addition multiple regression analysis was conducted to examine the impact of organizational culture on performance.

3.6 Reliability

Reliability is when a measure gives the same outcome, under the same circumstances even when it is measured at different points in time. For this paper measure of reliability is used the Cronbach alpha. Cronbach alpha is a test of reliability technique that requires only a single test administration to provide a unique estimate of the reliability for a given test. Cronbach alpha reliability coefficient normally ranges between 0 and 1, each questioners under similar variables are tested two tables are presented below the rest of tables are attached

Table 1.reliability

Reliability Statistics for power distance	
Cronbach's Alpha	N of Items
.819	4

Reliability Statistics for collectivist	
Cronbach's Alpha	N of Items
.717	4

3.7 Validity

Validity can be thought of as utility. Furthermore, validity is the extent to which differences finding   with a measuring instrument reflect true differences among these being tested. And the questionnaire should is line with the definition used in the research The measure is reliable and validate results can be correctly utilized and understood.

A draft survey questionnaire was pilot tested with 20 randomly selected respondents and feedback from the pilot testing was helped into designing the final survey questionnaire and received feedback as whether the questionnaire is in line to fit with its purpose of the study the feedback also helped in identifying some redundant, ambiguous, and unclear items of the questionnaire the survey questionnaire was also critiqued by people which are not involved in this study

3.8 Ethical Considerations

In this study the researcher was consciously consider ethical issues in seeking consent, avoiding deceptions, maintaining the confidentiality, respecting the privacy and protecting the anonymity of respondents that was participated in the study.

CHAPTER FOUR

RESULT AND DESCUSION

4.1 DATA ANALISIS FINDING AND INTERPRITATION

A structured questioner were distributed to the targeted population which is 177, among that 155 questioners have been collected, which means 87.5 percent and the demographic descriptive statistics are presented as follow

4.2 DEMOGRAPHIC INFORMATION OF THE RESPONDANTES

The demographic characteristics of the 155 respondents are analyzed as follow using descriptive statically analysis

Table 2. sex of the respondent

sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	74	47.7	48.1	48.1
	female	80	51.6	51.9	100.0
	Total	154	99.4	100.0	
Missing	1111	1	.6		
Total		155	100.0		

Source own survey, 2020

sex
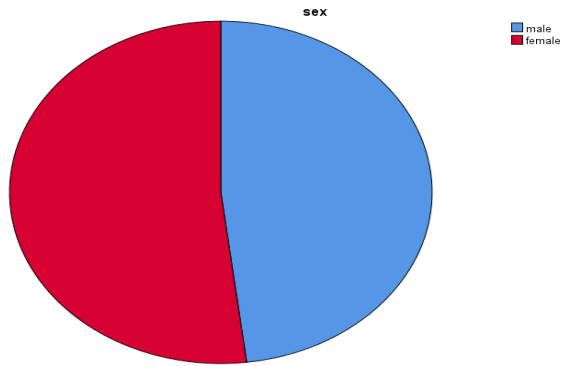
male
female

Source own servay, 2020

Figure 2 sex of the respondent

Among the 155 participants 74 of them are male and 80 are female which is 47.7 percent and 51.6 percent respectively and also one participant did not specified   gender. Both gender are represented well, it's helpful to have different perception from both group about the organizational culture and performance.

age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-27	26	16.8	16.8	16.8
	28-37	92	59.4	59.4	76.1
	38-47	34	21.9	21.9	98.1
	48 and above	3	1.9	1.9	100.0
	Total	155	100.0	100.0	

Table 3 age of the respondent

35
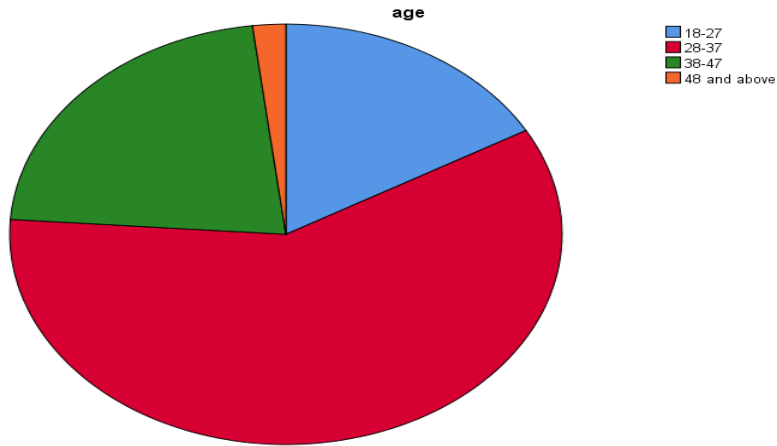
Figure 3 age of the respondent

As indicated in table 4.2 fig 4.2 respondent are asked to indicate there age group and all of them specified there age group, 16.8 percent of them are from age group 18-27 and 59.4 percent of the respondent are from age group 28-37 which is most of the participants belong to this group

21.9 percent are form the age group 38-47 and the rest 1.9 percent are aged 48 and above ,this indicate that most of the participants are young aged and middle aged personnel's.

level of education

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Degree	97	62.6	62.6	62.6
	Masters and above	58	37.4	37.4	100.0
	Total	155	100.0	100.0	

Table 4 level of education
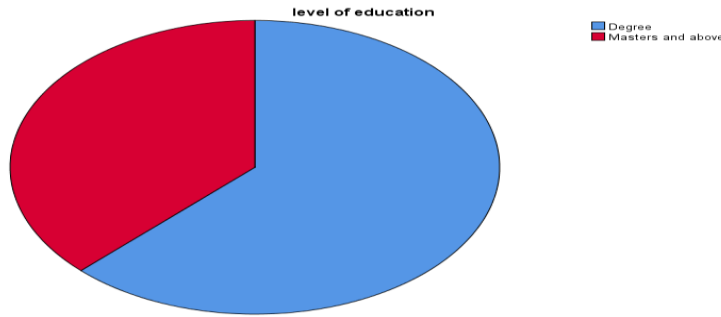
Figure 4 level of education

The education back ground of the respondents shows that all of the participants are well equipped with   higher level of education with 62.6 percent degree holders and 37.4 percent masters and above employees at ethio telecom have a much better understanding about the subject matter

years of service at ethio telecom

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	below 3 years	4	2.6	2.6	2.6
	3-5 years	24	15.5	15.5	18.1
	6-10 years	77	49.7	49.7	67.7
	above 10 years	50	32.3	32.3	100.0
	Total	155	100.0	100.0	

Sourec own survey 2020
Table 5 years of service at ethio telecom

Respondents were also asked their years of service at ethio telecom, accordingly, 2.6 of the respondents were stayed below 3 years ,15.5 percent stayed 3-5 years ,49.7 percent stayed for 6-10 years and the rest of 32.3 percent stayed more than 10years at ethio telecom This may have implied that most of the employees or respondent stayed for a long year at ethio telecom so that they have good understanding about the their   organizational culture and practiced it for so long experienced way of doing things ,how to face different problem and how to solve it. Therefor they understanding the organizations culture very well.

37

4.3 DESCRIPTIVE STATSTICS ON VARIABELS

Table 6 descriptive power distance

Power distance

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Employees more often expect to be told what to do by their supervisors or bosses	155	4	1	5	3.79	1.126	1.269
There are more supervisor personnel so that they can help and assist during the day to day work time	155	4	1	5	3.79	1.097	1.204
Important decisions are made at the higher level	155	4	1	5	4.10	.965	.932
There is a wide salary gap between high level middle level and lower level employees	155	4	1	5	4.15	.968	.937
Valid N (listwise)	155						
Power distance					3.957	1.039	

Source own servay,2020

To investigate the score of power distance dimension of organizational culture four questions are asked to identify the level of agreement of the respondent lekter scale is used as it is shown in table 6 among the questions the highest mean score is the question about the salary gap is (MEAN =4.15, S.D=0.96) the lowest score is about the expectation of what to be told to do from supervisor's (MEAN=3.79,S.D=1.126) and also about presence of supervisors to assist during the day to day work time with score of (MEAN=3.79,S.D=1.097) this is an indicator of that employees highly expect to be told what to do from their supervisors also there is a presence of enough supervisor is there to assist   and there is a believe among employees that there is   wide salary gap between high level middle level and lower level employees

The overall mean and standard deviation is (MEAN=3.95,S.D=1.03) this indicate that there is large power distance among employees.

Collectivist

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Incentive and bonuses are given according to group performance	155	4	1	5	3.19	1.357	1.841
Employees performance is discussed privately	155	4	1	5	3.55	1.158	1.340
There is trust with in a group of employees who is assigned together to perform a certain task	155	4	1	5	3.77	.916	.838
In ethio telecom, I feel like I am part of a team.	155	4	1	5	3.94	.958	.918
Valid N (listwise)	155						
Collectivist					3.61	0.847	

Source own survey ,2020
Table 7 descriptive on collectivist

Among the four questions about collectivist the level of agreement is shown in table 2.the highest mean score is about the question of either employees fell like part of a team or not at ethio telecom with score of (MEAN=3.94,S.D=0.958) this indicate that employees fell like they are a part of a team at ethio telecom and the lowest mean score is that incentive and bonuses are given based on group performance the mean score is (MEAN=3.19,S.D=1.35) there for employees at ethio telecom feels that incentive and bonus are not according to group performance, the question about discussion about performance scored (MEAN=3.55,S.D=1.15) moderately employees think they discuss about their performance privately the truest among employees scored (MEAN=3.77,S.D=0.94)means that employees have trust in each other

The overall mean value of each questions score is (MEAN=3.61,S.D=0.847) indicate that employees attitude toward collectivist cultural dimension in average or neutral

Feminist

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
work is not acceptable excuse to neglect family	155	4	1	5	3.46	1.101	1.211
Conflict among employees is solved by negotiation and compromise	155	4	1	5	3.70	.969	.940
Employees give more value for relationship among colleagues	155	4	1	5	3.86	.853	.728
Employees are concerned about the quality of work life	155	4	1	5	3.86	.876	.767
Valid N (listwise)	155						
Feminist					3.72	0.88	

Source own survey 2020

Table 8 descriptive on feminist

Among the four questions about the feminist dimension the mean score and the standard deviation of the each questions are analyzed or presented in table 3 the mean score of how employees are concerned about the quality of work life is the higher score with the (MEAN=3.86,S.D =0.87) this is an indication of that employees want to have high quality of work life and also they care about the relationship among colleagues this is shown in the question about their relationship with score mean of (MEAN=3.86,S.D=0.853) the lowest question mean score is a question about the balance of work life and family with (MEAN=3.46,S.D=1.10) employees believe that neutral or averagely about the work and family The overall mean score is (MEAN=3.72S.D=0.88) this indicate that employees score to ward feminist culture is very high

Uncertainty avoidance

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
There is a strong emotional need for rules among employees even if the rules don't work	155	4	1	5	2.96	1.127	1.271
There is a belief among employees expert and technical solution for any work related difficulty	155	4	1	5	3.43	.993	.986
There is an emotional need to be busy and inner urge to work harder	155	4	1	5	3.55	.975	.951
Top managers are concerned with daily operations	155	4	1	5	3.39	1.054	1.110
Valid N (listwise)	155						
Uncertainty avoidance					3.33	1.03	

Source own survey ,2020

Table 9.descriptive on uncertainty avoidance

The question that scored highest among the Uncertainty avoidance is with the score of (MEAN=3.55,S.D=.975) is about emotional need to be busy and work hard this indicate that employees fells averagely to ward being busy and work hard the lowest score is recorded with (MEAN=2.96,S.D=1.12) also indicate that employees feel neutral about the need for rules among employees ,the overall score of uncertainty avoidance is (MEAN=3.33,S.D=1.03) this indicate that employees at ethio telecom practice or feel neutral about uncertainly avoidance neither went to face new challenge nor avoid risk ,

Performance

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
My organization examines targets given for employees or teams against the planned objectives.	155	4	1	5	3.77	.086	1.074	1.153
I deliver my work assignment timely.	155	4	1	5	4.01	.074	.915	.838
high performance is seen as an important goal	155	4	1	5	4.21	.058	.721	.519
I rate the quality of my work performance excellent .	155	4	1	5	4.15	.064	.791	.625
I focused on the Positive aspects of a work situation, instead of on the negative aspects.	154	3	2	5	4.25	.051	.632	.399
I spoke with colleagues about the positive aspects of my work.	155	3	2	5	4.09	.058	.724	.524
I understand the link between my performance and my pay	154	4	1	5	3.77	.072	.897	.804
I trust the feedback I receive from my supervisor	155	4	1	5	3.91	.072	.893	.797
overall, my organization is performing well, I understand the company's financial picture	155	4	1	5	4.01	.073	.912	.831
our organization have good relation with our customers	155	4	1	5	4.01	.072	.897	.805
Valid N (list wise)	153							
Performance					4.018		0.766	

Table 10 descriptive on employee performance

There are 10 questions to determine about the level of agreement on employees performance the overall mean score of performance is (MEAN=4.018,S.D=0.766) this is an indication of high performance different question are prepared and asked to identify the agreement level of the respondent about their performance the highest mean score is about the perception of employees toward the positive and negative aspect of work place situation with (MEAN=4.25,S.D=0.632) this is an indication of that employees tend to focus positive aspects instead of negative aspect at work place the next high score is (MEAN=4.21,S.D=0.058) about statement about high performance is seen as an important goal and the score indicate that high performance is among important goals at ethio telecom also respondent rated there performance as excellent by the agreement level of mean (MEAN=4.15,S.D=0.061) also mean score of 4.01 agreement level was scored on about delivering assignment timely, good relation with customers and the company performance and financial picture

The least mean score recorded is (MEAN=3.77, S.D=0.86) the examination of a given task of team and individuals against the plan this implies there is high agreement level

Respondents also understand the link between their performance and payment this is implied with the agreement level with score of (MEAN3.77, S.D=0.072)

Employee also trust the feedback they get from their supervisors their agreement level is with mean score of (MENA=3.91, S.D=0.072)

Power distance culture and employees performance

The descriptive statics indicate that there is a large power distance among employees the presence of supervisor personal for assistance and employs expectation to be told what to do and not participating on important decision making process lead the employees to focus the given task and responsibility but when it comes to things that need creative thinking and decisions employees don't participate because they think that its outside of their pay grade, even if employees believe that there is a wide salary gap between high ,middle and law level employee positions they believe that they understand their payment is in accordance with their performance .

Collectivism and employees performance

Employees at ethio telecom feels like they are a part of team and also their is a trust among employees that but they don't think or feels neutral about their performance is according group performance as a result they deliver their work in time and think that high performance is the important goal of the organization also they like their performance with the payment.

Feminist culture and employee's performance

Employees at ethio telecom believe that work is not acceptable reason to neglect family and they give more priority for the quality of the work and work life and also whenever there is a conflict they intend to solve it by negotiation and compromise as result they discuss the negative and the positive aspect of their work with their subordinate this can help the employees to freely discuss the sort coming of their performance and can improve for a better outcome.

Uncertainty avoidance culture and employees performance

Employees at ethio telecom feel neutral about the need for rules and the urgency to be busy , Work related difficulty should be handled by Technical experts or any one and there is understanding that top managers are not that much concerned about daily operation as a result employees feels there organization or ethio telecom have good relation with customers and the company's performing well.

4.4 Correlation analysis

Person correlation is conducted to determine what kind of relationship do the organizational culture dimension that are used to conduct this research have with employee performance the result are presented in table

Table 11 correlation analysis

Correlations

		Power distance	collectivist	feminist	Uncertainty avoidance	Employee performance
Power distance	Pearson Correlation	1	.210**	.133	.243**	.213**
	Sig. (2-tailed)		.009	.100	.002	.008
	N	155	155	155	155	155
Collectivist	Pearson Correlation	.210**	1	.227**	.219**	.383**
	Sig. (2-tailed)	.009		.005	.006	.000
	N	155	155	155	155	155
Feminist	Pearson Correlation	.133	.227**	1	.191*	.458**
	Sig. (2-tailed)	.100	.005		.017	.000
	N	155	155	155	155	155
Uncertainty avoidance	Pearson Correlation	.243**	.219**	.191*	1	.265**
	Sig. (2-tailed)	.002	.006	.017		.001
	N	155	155	155	155	155
Employee performance	Pearson Correlation	.213**	.383**	.458**	.265**	1
	Sig. (2-tailed)	.008	.000	.000	.001	
	N	155	155	155	155	155

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

*. Correlation is significant at the 0.05 level (2-tailed).

Source own survey ,2020

According to the finding cultural dimension has a positive correlation with employees performance variables regarding power distance have significant positive relationship with coefficient of correlation (r=.21, p<0.05) ,collectivist cultural dimension (r=0.38,p<0.05) feminist cultural dimension has a positive and moderate level of correlation with employee performance with (r = 0.458, p<0.05),the other dimensions uncertainty avoidance have a

positive correlation with coefficient(r=0.26,p<0.05) the overall result of the correlation result imply that all the organizational cultural variables have a positive relation with employees performance.

4.5 Regression analysis

Since the result of the correlation analysis can make us to proceed the next analysis which is multiple leaner regression analysis between the dependent variable and the independent variables

Pearson correlation between power distance , collectivist ,feminist, uncertainty avoidance with employee performance is positive with and with the level of significant two tailed is less than 0.05 for all variables means statically significant .

Since there are four dependent variable that are correlated with the dependent variable multiple regression analysis is appropriate for this study before conducting multiple regression analysis linearity, independence of errors, Homoscedasticity, normality, and multicollinearity tests are conducted

Linearity
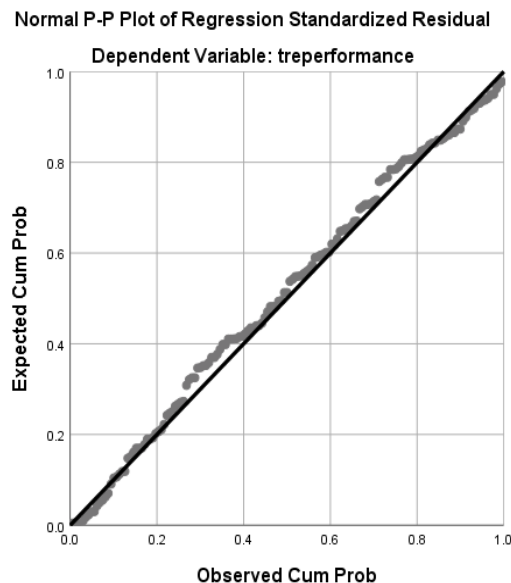
Source own survey,2020
Fig linearity test

This result suggests that the relationship between the response or outcome variable and predictors is around zero implying that the relationships between the dependent and the independent variables are linear. Other assumptions like the sample size should be more than 15 are also fulfilled.

Normality test

The normality, the variables have to be normally distributed, so in this test this assumption is satisfied it is calculating for kurtosis and skeweness and they should be with the range of +2 to -2. Table

Histogram

Dependent Variable: treperformance

Mean = -2.99E-15
Std. Dev. = 0.987
N = 155
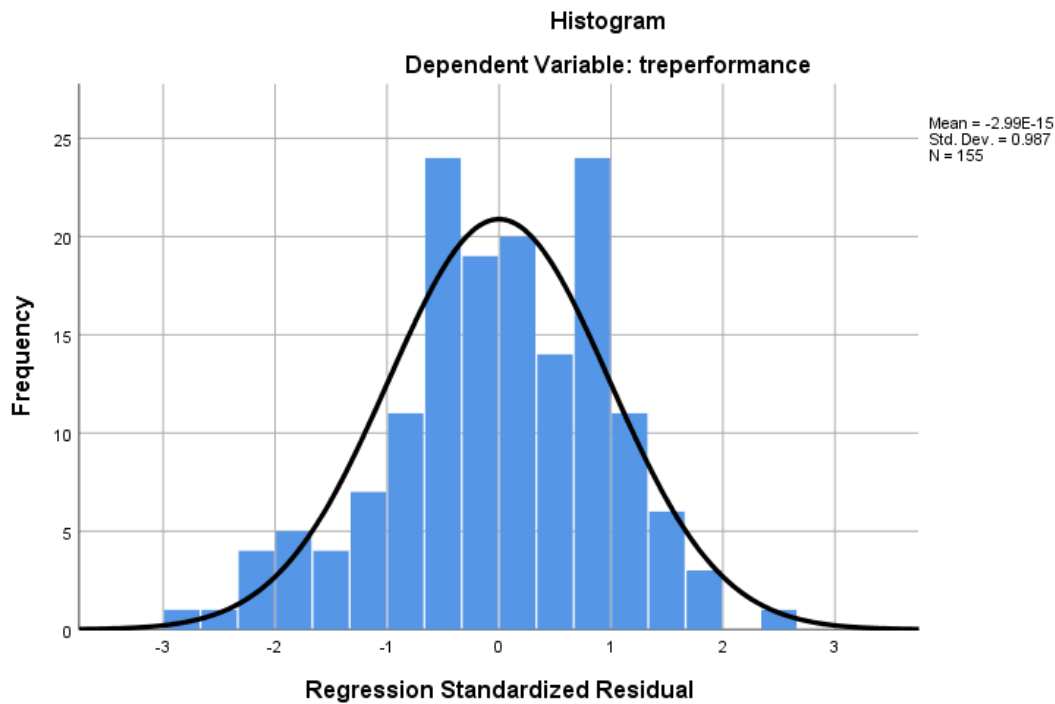
Source own survey ,2020

Fig normality test

Multicollinearity

When independent variables highly correlate with each other Multicollinearity happens the analysis of Multicollinearity test indicate that Tolerance is greater than 0.1, and the average variance inflation factor (VIF) is greater than less than 10,as it is shown in the table therefor Multicollinearity was not a problem.

<div align="center">

Coefficients^a

</div>

Model		Collinearity Statistics	
		Tolerance	VIF
1	Power distance	.912	1.097
	collectivist	.895	1.117
	feminist	.924	1.082
	Uncertainty avoidance	.895	1.117

a. Dependent Variable: employee performance

Source own survey ,2020

Table 12 collinearity statistics

Homoscedasticity
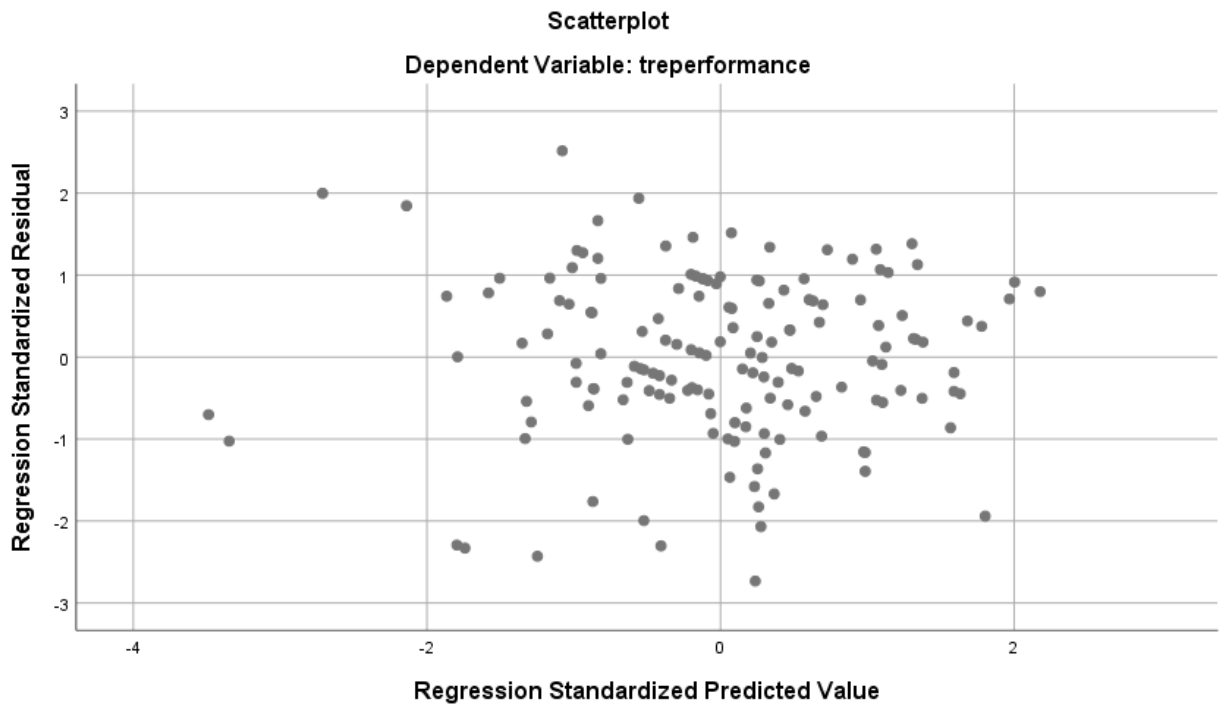
Souec own survey,2020
Fig Homoscedasticity scattered plot

This assumption states that the variance of error terms is similar across the values of the

independent variables A plot of standardized residuals versus predicted values can show

whether points are equally distributed across all values of the independent variables A scatterplot of residuals versus predicted values is good way to check for homoscedasticity as its shown in the above fig   the spread of the residuals were fairly constant at each point of the predictor variables (or across the linear model).

4.6 MULTIPEL LINEAR REGRESSION ANALIYSIS

To assess the impact of organizational culture multiple linear regression analysis is conducted Predictor or constant /independent variables are power distance, collectivist, feminist, uncertainty avoidance and the Dependent variable is Employee performance

to determine how organizational culture in ethio telecom has an impact on employees performance and since the study contains more than one predicator to identify how strong each variable can predict the performance the multiple linear analysisthe beta value for each varibels are presented in table 13 .

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.	95.0% Confidence Interval for B Lower Bound	95.0% Confidence Interval for B Upper Bound
1	(Constant)	2.026	.259		7.827	.000	1.514	2.537
	Power distance	.051	.044	.082	1.155	.250	-.036	.137
	collectivist	.163	.045	.256	3.588	.000	.073	.252
	feminist	.251	.048	.366	5.210	.000	.156	.346
	Uncertainty avoidance	.082	.049	.119	1.665	.098	-.015	.179

a.   Dependent Variable: employee performance

source own survey ,2020
Table 13 multiple linearreggresion

The result of multiple regression analysis each variable there beta value and their significant level can predict how much they can explain the level of performance power distance beta value is(b=0.05) have a positive relation with performance but a significant level of (sig=0.25) which is greater than 0.05 their fore it is statically insignificant.

Collectivism have a positive impact of performance with beta value (b=.163)and (sig=.00) which is statically significant and can explain performance. Feminist culture have positive impact on performance and also can predict performance with beta value(b= .25) with sig=.00. uncertainty avoidance have positive relation with performance but insignificant with beta (b=0.08) and sig=0.098

Model Summary[b]

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
					Change Statistics				
1	.561[a]	.315	.296	.43482	.315	17.225	4	150	.000

a. Predictors: (Constant), uncertainty avoidance, feminist, power distance, collectivist

b. Dependent Variable: employee performance

Source own survey 2020
Table 14 adjusted R square

 The coefficient of regression which is represented by R square which is 31.5 percent measures that the goodness of the fit of the variables in explaining the variation in performance . the proportion of the dependent variable that can be explained by the independent variables can be explain by the adjusted R square value   From the regression result, the coefficient of determination, adjusted R Square is computed to be 0.296 This implies that 29.6 percent organizational culture practice at ethio telecom can explain the employees performance the rest 70.4 percent of employees performance is explained with different factures that are not included in this study.

4.7 Hypothesis testing

H1 power distance has a positive impact on employee's performance
The regression coefficient result of power distance dimension was denoted as (β = .051, P>0.05, and with person correlation a low score of 0.213with Sig 0.008 which is less than 0.05) and in this relation, power distance could only able to explain the dependent variable with 8.2% which is also the significance coefficient 0.25 is above the p value of 0.01 from the result of the regression analysis . Thus, we can conclude from the results that hypothesis 1 has been rejected.

H2 collectivism has a positive impact on employee's performance

The regression coefficient result of collectivism dimension in ethio telecom is (β=0.163, P<0.01 as Sig.000,and collectivism can explain performance 25 percent which implies that collectivism have a positive and significant impact on employee performance is due to the change in the collectivism culture, assuming without all other variables, performance can be improved therefore, the Hypothesis 2 is accepted.

H3 feminists cultural dimension have a positive impact on employees performance

The regression coefficient result of feminists dimension in ethio telecom is (β=0.25, P<0.01 as Sig.000,feminist can explain performance 36 percent , assumed all other variables are being constant, which entails that feminists culture dimension has positive relationship and impact on employee performance, therefore, the

Hypothesis 3 is accepted.

H4 uncertainty avoidance have a positive impact on employees performance

The regression coefficient result of uncertainty avoidance was denoted as (β = 0.082, P>0.01,and in this relation, uncertainty avoidance could only able to explain the dependent variable with 11.9 % which is also the significance coefficient 0.098 is above the p value of 0.05. Thus, we can conclude from the results, the hypothesis 4 has been rejected.

CHAPTER FIVE

SUMMERY, CONCLUSION AND RECOMMENDATION

5.1 Summery of finding

The goal of the study is to investigate the impact of organization culture on employees performance the summary of findings from the data analyzed by using descriptive statistics, correlation and multiple linear regression analysis are presented below

- Among 177 questioners 155 respondent are participated which is 87.5 percent of the sample population
- 51.6 percent female and 47.7 percent male participants and 62.8 percent of them are a degree holders and 37.4 are masters and above
- 59.4 percent of the respondent age are between 28-37,age group 38-47 are 21.9 percent 18-27and 48 &above are 16.8 and 1.9 respectively
- Year of service at ethio telecom of the respondents are 49.7 percent 6 to 10years and 32.3 percent above 10 years 3to8 years and below 3years are 15.5 and 2.6 percent respectively
- Among the four cultural dimensions power distance mean are high mean=3.97 S.D of 1.and feminist with mean 3.72 S.D 0.88 collectivism and uncertainty avoidance will follow with mean 3.61 S.D 0.84 and mean 3.33 S.D 1.03 respectively
- The result from Pearson product moment correlation coefficient revealed that, there is positive relationship between employee performance and power distance, collectivist ,feminist and uncertainty avoidance cultural dimensions but power distance and uncertainty avoidance have a very low correlation
- In multiple linear regression feminist and collectivist cultural dimension have an impact on employees performance
- **H1** power distance have a positive impact on employee's performance **rejected**
- **H2** collectivism have a positive impact on employees performance **accepted**
- **H3** feminists cultural dimension have a positive impact on employees performance **accepted**

- **H4** uncertainty avoidance have a positive impact on employees performance **rejected** according to the data collected there is a the present of high power distance at ethio telecom might be expected to produce a conducive context for good organizational performance the correlation analysis and regression coefficient imply that the impact in employees performance is insignificant the practice of high power distance is not in favor of empowering employees and encourages involvement and employees are bounded by riles and regulation

A moderate score of collectivism , which encourages individual responsibility and make the employees to focus on their task and duties even employees trust each other there is a practice that there individual performance is essential for achieving the organizational goal. high on femininity, which indicates a high level of commitment to work and drive for success and a quality of work life and quality work is appreciated, neutral perception on uncertainty avoidance, indicating that employees will be neither afraid to try new ideas nor they choose procedures that they are familiar according to the regression analysis the impact on performance is insignificant but the practice indicate that employees could resist change and are not likely to welcome change easily .

5.2 CONCLUSION

Since there is new development or change on telecom industry in Ethiopia foreign telecom are about to join the market and also change is inevitable due to globalization ethio telecom are in the way to face new competition the organizations cultural practice could be a barrier or a factor for change investigating cultural practice and the impact on performance is important.

The objective of this study is to investigate the impact of organizational culture on employees performance in etho telecom the descriptive and correlational analysis show that all of the four cultural dimensions have a positive relation with employees performance

The result show that there is a high Power distance among employees this is an indication of the presence of hierarchal structure and a more centralized power on decisions

And moderate level of collectivist or group mentality employees can perform both individually and also there is a trust among employees to perform as a group

Feminist culture also highly practiced this is a good implication of that both meal and female have modest ,tender thought about work place and they care about the quality of work life this is a very good culture that impact performance

Uncertainty avoidance culture is almost average at ethio telecom this is related with accepting formalization or avoiding different situation employees nether avoid new situation nor want to face it.

Limitation and suggestion for future researchers

 the study variable organizational culture variable is difficult variable to measure because for that the study is mainly reliant on the respondents answer the study also used self-rated performance measurement which is less reliable and the study is only limited on ethio telecom head quarter regional and city branches are not included, among the six hofteeds cultural dimension two of them are excluded

Organizational culture has an impact on employee's performance there are different organizational cultural dimensions and models developed by different researchers needs a special attention to come up with appropriate model to measure organizational culture and as far as the researchers knowledge the studies that are conducted in Ethiopia is not enough to understand the overall practice

5.3 RECOMMENDATION

Until this research is conducted ethio telecom is the only service provider of telecom service in Ethiopia but recently some changes are witnessed, the Ethiopian government are going to allow foreign telecom companies to join the market there for managers of ethio telecom need to carefully asses different areas that need change and manage properly the upcoming change
Based on this study the following recommendations are suggested the presence of   hierarchal structure and practice of a centralized power decisions making process needs to be changed decision making process should have to be more inclusive of employees

And there are cultural quality that ethio telecom possess like feminists culture it need to be nurtured and protected and developed even more

Group mentality need to be appreciate more and continue to be practiced, a group can perform better than individual.

Employees have to be helped to become more Uncertainty acceptant, the organizations cultural trait have to be defined at ethio telecom nurturing the positive ones and minimizing the negative aspects and encouraging employees to be innovative and risk taker to face new situations is important.

Bibliography

Ahmed m & Shafiq s (2018) The Impact of Organizational Culture on Organizational Performance: A Case Study of Telecom Sector: Global Journals Inc. (USA)

Armstrong. M,(1928) Armstrong's essential human resource management practice : a guide to people management Handbooks

Armstrong M. (2011) Armstrong's handbook of human resource management practice, KoganPage ltd. London

Alharbi.M & Alyahya.M(2013) Impact of Organizational Culture on Employee Performance

vol 2 issue1

Betelham H (2017) the effect of organizational culture on employees performance ;the caze study of john snow incorporatedreserch and training inc: addis abeba university ,Ethiopia

Christopher .T(2012)Assessment of the impact of organizational culture on employee creativity ; A case study of minkah-premp&co

Daniel. D et al.(2012) A Configuration Model of OrganizationalCulture: http://sgo.sagepub.com

Fred Luthans ,(2010) organizational behavior an evidence based approach :mcgraw-hill Irwin,new york

Mohammad J .(2013)Impact of Organizational Culture on Employee Performance andProductivity: A Case Study of Telecommunication Sector in Bangladesh

Mohammed, J. I.: An Assessment of the Impact of Organızatıonal Culture on Employee Performance

Ibrahim M & Irfan M .(2016) Cultural Dimensions of Hofstede and Their Impact on Organizational Performance in Sri Lanka: Imperial Journal of Interdisciplinary Research (IJIR) Vol-2

Jasim Uddin et al (2013)Impact of Organizational Culture on Employee Performance andProductivity: A Case Study of Telecommunication Sector inBangladesh: International Journal of Business and Management; Canada Vol. 8, No. 2;

Kiril. D(2012) Critical Review of Models, Containing Cultural Levels beyond the Organizational One: Cultural Levels beyond the Organizational One Economic Alternative

Samson t.(2015) The Impact of organizational culture difference on employee performance during merger :the case of Ethiopian petroleum supply enterprise

Mohamed R et al (2013)The Impact of an Organization's Culture towards Employees' Performance: A Study on the Frontline Hotel Employees: International Journal of Academic Research in Business and Social Sciences

Maseko (2017) Strong vs. Weak Organizational Culture: Assessing the Impact on Employee Motivation;Arabian J Bus Manag Review, an open access journal

Meseret N.(2018) The effect of organizational culture on employees preceived performance:the case of berhan internationl bank s.c

Nazarian A. et al (2017)Influence of national culture and balanced organizational culture on the hotel industry's performance :Published by Elsevier Ltd. London

Nwachukwu c (2016) The Impact of Performance Management and Employee Empowerment on Organisational Culture of Selected Banks in Nigeria

 Owino O. J & Francis K (2019)Organizational Culture and Performance:Evidence FroM Microfinance Institutions , Kenya

Senait L.(2017) The Impact of Organizational Culture onPerformance Management Practices:The Case of Economic Commission for Africa, Ethiopia

Wahyuningsih .(2019) Analysis of organizational culture with denison's model
approach for international business competitiveness: Problems and Perspectives in Management ,Indonesia : LLC "Consulting Publishing Company "Business Perspectives"

Tibebe B et al.(2009) The Impact of Organizational Culture on IS Implementation Success in Ethiopia: the Case of Selected Public andPrivate Organizations

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture, 2*(1). https://doi.org/10.9707/2307-0919.1014

Hofstede G et al.(2010).culture and organization software of mind: The McGraw-Hill Companies:usa

Spencer-Oatey, H. (2012) What is culture? A compilation of quotations. *GlobalPAD Core Concepts.* GlobalPAD Open House

Nguyen P (2011) On Henry Mintzberg's Model of Managing Centre Franco-Vietnamien de formation à la Gestion (CFVG), Vietnam nphuong@cfvg.org

Jonston L et al,(2012) Human resouresc management concept methodology tooles and approach vol 1: Business Science Reference (an imprint of IGI Global),usa

Wiseman N,et al (2017) existing organizational culture typology and organizational commitment a selected higher education institute in south Africa: bussinus perspective :
 Investment Management and Financial Innovations, Volume 14, Issue 2,south africa

O'Donnell O & Boyle R(2008) Understanding and Managing Organizational Culture:
Institute of Public Administration, Dublin Ireland

Schein E (2004) organizational culture and leader ship 3rd edition : jossey-bass a wily imprint, san Francisco u.s.a

Robbins S & judge T (2013) organizational behavior 15th edition : Pearson Education Inc , u.s.a

Paschal A & Nizam I (2016) the effect of organizational culture on employees performance caze study of Singapore telecommunication : international journal of accounting and business management Vol. 4 (No.1),Singapore

Jiddah s et al (2016) the impact of employee performance in Nigeria : International Journal of Novel Research in Marketing Management and Economics Vol. 3, Issue 3, Nigeria

K.T.Beyene et al (2016) . LINKING CULTURE, ORGANIZATIONAL LEARNING ORIENTATION AND PRODUCT INNOVATION PERFORMNACE: THE CASE OF ETHIOPIAN MANUFACTURING FIRMS Harbin Institute of Technology, School of Management, China /Department of Industrial Engineering, Mekelle University, Ethiopia

APPENDIX 1

Questioner

The purpose of this questionnaire is to collect data from employees of ethio telecom for conducting Masters of business administration (MBA) thesis on the title **"The Impact of organizational culture on employee performance "**. I kindly request you to spend your precious time to fill this questionnaire as frank as and also reasonable as possible. I inform you that, the information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way. Therefore, you all are not expected to write your name. Please give a true picture of your feelings about existing reality in the questions.

Thank you very much in advance for your cooperation!!

General Instructions

1. Please indicate your answer for general information among the alternatives.

2. Please indicate your answer by choosing among the option

3. Please select only one among the options given from S.A up to D

S.D=strongly disagree D= Disagree N= neutral A= Agree S.A= strongly agree
General information.

1. Please indicate your Sex

a. Male   b. Female

2. Age
a.18-27   c.38-47
b.28-37   d.48 and above

3. Level of education
A. Certificate   C. Degree
B. Diploma   D. Masters & Above

4. Years of service at ethio telecom
A. Below 3 years   C. 6- 10 years
B.3 – 5 years   D. above 10 years

	S.A	A	N	S.D	D
Power distance					
1. Employees more often expect to be told what to do by their supervisors or bosses					
2. There are more supervisor personnel so that they can help and assist during the day to day work time					
3. Important decisions are made at the higher level					
4. There is a wide salary gap between high level middle level and lower level employees					
Collectivist					
1. Incentive and bonuses are given according to group performance					
2. Employees performance is discussed privately					
3. There is trust with in a group of employees who is assigned together to perform a certain task					
4. In ethio telecom, I feel like I am part of a team.					
Feminine vs. masculine					
1. work is acceptable excuse to neglect family					
2. Conflict among employees is solved by negotiation and compromise					
3. Employees give more value for relationship among colleagues					
4. Employees are concerned about the quality of work life					
uncertainty avoidance					
1. There is a strong emotional need for rules among employees even if the rules don't work					
2. There is a belief among employees expert and technical solution for any work related difficulty					
3. There is an emotional need to be busy and inner urge to work harder					
4. Top managers are concerned with daily operations					
	S.A	A	N	S.D	D

Performance	S.A	A	N	D	S.D
1. My organization examines targets given for employees or teams against the planned objectives.					
2. I deliver my work assignment timely.					
3. high performance is seen as an important goal					
4. I rate the quality of my work performance excellent.					
5. I focused on the Positive aspects of a work situation, instead of on the negative aspects.					
6. I spoke with colleagues about the positive aspects of my work.					
7. I understand the link between my performance and my pay					
8. I trust the feedback I receive from my supervisor					
9. Overall, my organization is performing well ,I understand the company's financial picture					
10. Our organization has good relationships with our customers					

APPENDIX 2

Forecasted budget for the study

Budget: financal budjus that is needed for this research for different costes and expenses is forcasted as follwe

TRANSPORTATION 2000

PRINTING RELATED COST 3000

OTHER OVERHADE COSTES 2000

TOTAL COST =7000

Table 15Tabel 1.1 TIME FRAME FOR THE STUDY TO TAKE PLACE

Activities	April	May	June	July	August	Sept	Oct	Nov	Dec
Conceptualizing the problem through critical literature reading	15, 2020								
Topic selection		1, 2020							
Proposal writing (chapter one)			15, 2020						
Literature writing				10, 2020					
Methods and methodology design					30, 2020				
Review the comments given by supervisor						30, 2020			
Data collection (survey and interview instrument preparation)							20, 2020		

and advisor's comment									
Data collection								30, 2020	
Data presentation and analysis								15, 2020	
Draft report writing								30, 2020	
Supervisor's comment									15, 2020
Language edition									20, 2020
Final report writing and submission									30, 2020

Collectivist

Statistics

		Incentive and bonuses are given according to group performance	Employees performance is discussed privately	There is trust with in a group of employees who is assigned together to perform a certain task	In ethio telecom, I feel like I am part of a team.
N	Valid	155	155	155	155
	Missing	0	0	0	0
Mean		3.19	3.55	3.77	3.94
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		1.357	1.158	.916	.958

Incentive and bonuses are given according to group performance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	29	18.7	18.7	18.7
	disagree	17	11.0	11.0	29.7
	neutral	31	20.0	20.0	49.7
	agree	52	33.5	33.5	83.2
	strongly agree	26	16.8	16.8	100.0
	Total	155	100.0	100.0	

Employees performance is discussed privately

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	9.7	9.7	9.7
	disagree	11	7.1	7.1	16.8
	neutral	31	20.0	20.0	36.8
	agree	70	45.2	45.2	81.9
	strongly agree	28	18.1	18.1	100.0
	Total	155	100.0	100.0	

There is trust with in a group of employees who is assigned together to perform a certain task

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.6	2.6	2.6
	disagree	12	7.7	7.7	10.3
	neutral	26	16.8	16.8	27.1
	agree	86	55.5	55.5	82.6
	strongly agree	27	17.4	17.4	100.0
	Total	155	100.0	100.0	

In ethio telecom, I feel like I am part of a team.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.9	3.9	3.9
	disagree	8	5.2	5.2	9.0
	neutral	16	10.3	10.3	19.4
	agree	85	54.8	54.8	74.2
	strongly agree	40	25.8	25.8	100.0
	Total	155	100.0	100.0	

Feminist

Statistics

		work is not acceptable excuse to neglect family	Conflict among employees is solved by negotiation and compromise	Employees give more value for relationship among colleagues	Employees are concerned about the quality of work life
N	Valid	155	155	155	155
	Missing	0	0	0	0
Mean		3.46	3.70	3.86	3.86
Median		3.00	4.00	4.00	4.00
Mode		3	4	4	4
Std. Deviation		1.101	.969	.853	.876

work is not acceptable excuse to neglect family

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	7.1	7.1	7.1
	disagree	11	7.1	7.1	14.2
	neutral	58	37.4	37.4	51.6
	agree	45	29.0	29.0	80.6
	strongly agree	30	19.4	19.4	100.0
	Total	155	100.0	100.0	

Employees give more value for relationship among colleagues

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.6	2.6	2.6
	disagree	4	2.6	2.6	5.2
	neutral	32	20.6	20.6	25.8
	agree	84	54.2	54.2	80.0
	strongly agree	31	20.0	20.0	100.0
	Total	155	100.0	100.0	

Employees are concerned about the quality of work life

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	1.9	1.9	1.9
	disagree	9	5.8	5.8	7.7
	neutral	26	16.8	16.8	24.5
	agree	85	54.8	54.8	79.4
	strongly agree	32	20.6	20.6	100.0
	Total	155	100.0	100.0	

Power distance

Statistics

		Employees more often expect to be told what to do by their supervisors or bosses	There are more supervisor personnel so that they can help and assist during the day to day work time	Important decisions are made at the higher level	There is a wide salary gap between high level middle level and lower level employees
N	Valid	155	155	155	155
	Missing	0	0	0	0
Mean		3.79	3.79	4.10	4.15
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		1.126	1.097	.965	.968

Employees more often expect to be told what to do by their supervisors or bosses

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	7.1	7.1	7.1
	disagree	9	5.8	5.8	12.9
	neutral	24	15.5	15.5	28.4
	agree	68	43.9	43.9	72.3
	strongly agree	43	27.7	27.7	100.0
	Total	155	100.0	100.0	

Important decisions are made at the higher level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.9	3.9	3.9
	disagree	5	3.2	3.2	7.1
	neutral	14	9.0	9.0	16.1
	agree	73	47.1	47.1	63.2

		Frequency	Percent	Valid Percent	Cumulative Percent
	strongly agree	57	36.8	36.8	100.0
	Total	155	100.0	100.0	

There is a wide salary gap between high level middle level and lower level employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.9	3.9	3.9
	disagree	4	2.6	2.6	6.5
	neutral	14	9.0	9.0	15.5
	agree	67	43.2	43.2	58.7
	strongly agree	64	41.3	41.3	100.0
	Total	155	100.0	100.0	

Statistics

		There is a strong emotional need for rules among employees even if the rules don't work	There is a belief among employees expert and technical solution for any work related difficulty	There is an emotional need to be busy and inner urge to work harder	Top managers are concerned with daily operations
N	Valid	155	155	155	155
	Missing	0	0	0	0
Mean		2.96	3.43	3.55	3.39
Median		3.00	4.00	4.00	4.00
Mode		3	4	4	4
Std. Deviation		1.127	.993	.975	1.054

There is a strong emotional need for rules among employees even if the rules don't work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	14.2	14.2	14.2
	disagree	24	15.5	15.5	29.7
	neutral	58	37.4	37.4	67.1

		Frequency	Percent	Valid Percent	Cumulative Percent
	agree	40	25.8	25.8	92.9
	strongly agree	11	7.1	7.1	100.0
	Total	155	100.0	100.0	

There is a strong emotional need for rules among employees even if the rules don't work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	22	14.2	14.2	14.2
	disagree	24	15.5	15.5	29.7
	neutral	58	37.4	37.4	67.1
	agree	40	25.8	25.8	92.9
	strongly agree	11	7.1	7.1	100.0
	Total	155	100.0	100.0	