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St. Mary's University, Ethiopia

ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF THE RELATIONSHIP BETWEEN ORGANZATIONAL
CULTURE AND ORGANAZTIONAL PERFORMANCE IN THE CASE OF
INFO MIND SOLUTIONS PLC**

BY

MARANATA MENGISTU NIGATU

SGS/0059/2010A

JULY, 2021

ADDIS ABABA, ETHIOPIA

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ADVISOR

ABDUREZAK MOHAMMED (PHD)

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

JULY, 2021

ADDIS ABABA, ETHIOPIA

ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
FACULTY OF BUSINESS

BY

MARANATA MENGISTU NIGATU

APPROVED BY BOARD OF EXAMINERS

----- Dean, Graduate Studies -----	_____ Signature -----	----- Date -----
----- Advisor -----	_____ Signature -----	----- Date -----
----- Internal Examiner -----	_____ Signature -----	----- Date -----
----- External Examiner -----	_____ Signature -----	----- Date -----

Declaration

I hereby declare that Assessment of The Relationship between Organizational Culture and Organizational Performance in the case of Info Mind Solution PLC is an original report of Maranata Mengistu Nigatu, has been written by me and has not been submitted for any previous degree. I confirm that the work submitted is my own, except where work which has formed part of jointly-authored publications has been included. My contribution and those of the other authors to this work has been included. My contribution and those of other authors to this work have been explicitly indicated below. I confirm that appropriate credit has been given within this thesis where reference has been made to the work of others.

Declared by:

Maranata Mengistu Nigatu _____

Student

signature

date

St. Mary's University, Addis Ababa

July, 2021

Endorsement

This is to certify that Maranata Mengistu Nigatu has carried out her research work entitled “An Assessment of The Relationship between Organizational Culture and Organizational Performance in the case of Info Mind Solution PLC” under my supervision. This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Dr. Abdurezak Mohammed

Advisor

Signature

Date

ACKNOWLEDGEMENTS

Above all, I praise the Almighty God for the strength, courage, wisdom, and inspiration throughout the period of my studies nothing is possible without him.

I would like to express my heartfelt gratitude goes to my families, my husband for their unreserved support all through my school years. You always inspire me to achieve more.

I would like to thank my best friend who has supported me throughout the school year, thank you for all the encouragement, support and sharing the emotional burden

I would like to extend my deepest gratitude and appreciation to my advisor Dr. Abdurezak Mohammed for his patience and constructive advice throughout the thesis.

Finally, I would like to express my gratitude to all Info Mind Solutions employees for taking your precious time to participate in this study and for giving me the needed information, without them this study would have been never successfully completed.

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LIST of ACRONYMS

HRIS - Human Resource Information System

IMS - Info Mind Solution PLC

OC- organizational Culture

OP- organizational Performance

Abstract

The objective of this study is to assess the relationship between organizational culture and organizational performance in the case of Info Mind Solution PLC. In order to attest the study objectives the researcher used a mixed approach using quantitative and qualitative research design with key informant interviews and descriptive study. With a total of 40 employees of the study organization 30 employees have participated with 75% response rate in the quantitative part of the research were as 6 of the employees participated in the in-depth interview. The interviews lasted from 15-30 minutes and are audio-recorded transcribed and translated. The data collected from the survey was analyzed using IBM SPSS version 26 software and presented in the form of descriptive data analysis and correlations Analysis. The correlation analysis between the dimension of organizational culture and organizational performance showed that the uncertainty avoidance ($P < 0.001$) had the highest correlation with masculinity and femininity with 0.9. Followed by power distance ($p < 0.001$) with 0.89 masculinity and femininity. The finding of the study indicates that the variables of the study are positively related. The researcher found, that the organization employees, feel comfortable and believe in their organization even if some responses shows that there is uncertainty on the organization ability to sustain financially successful. The researcher concluded that there is a gap on managers and employee's relationship. These results on partially employee's dissatisfaction on the organization financial incentive and communication problem between top-level managers and lower-level employees. Recommendations are also made based on the overall findings for possible consideration which will help further improvement based on the researcher view.

Keywords: *Organization, Culture, Performance, Hofstede*

CHAPTER ONE: INTRODUCTION

The purpose of this is to assess the Relationship between Organizational Culture and Organizational Performance in the case of Info Mind Solution PLC. This introductory chapter provides the necessary background and context for the reader to understand the subsequent findings and recommendations. It also includes the statement of the problem, with basic research questions, objectives of the study, significance of the study and delimitation/scope of the study. In addition to this, it reveals an overall organization of the study.

1.1. Background of the Study

“Culture can be defined as a combination of values, sets, beliefs, communications a simplification of behavior which gives direction to peoples. The basic idea of culture arrives through sharing of learning processes which is based on the proper allocation of resources (Titiev, 1959).”Organization refers to a collection of people, who are involved in pursuing defined objectives. It can be understood as a social system that comprises all formal human relationships. The organization encompasses division of work among employees and alignment of tasks towards the ultimate goal of the company. Therefore, organizational culture is an organization's routine use of knowledge for conducting a particular function that has evolved under the influence of the organization's history, people, interests, and actions(Reilly 1998)(Ilie and Gavrea 2008). On the other hand, the organizational cultural practice can be termed as a way of life in an organization in existing in the long run (Richardson 2011). Organizational cultures lead to an increase in organizational performance comprises the actual productions as well as outcomes of an organization which are measured against its expected outcomes(Ilie and Gavrea 2008). Organizational culture is related to the employees to organization’s values,

norms, stories, beliefs and principles and incorporates these assumptions as activity and behavioral set of standards (Osibanjo and Adeniji 2013).

The aim of this study is to assess the relationship between organizational culture and organizational Performance of Info Mind Solutions PLC. Culture is a glue that helps holds the organization together by providing appropriate standards for what employees should say and do which will lead to a virtuous performance of the organization. It is important for employees to understand the organizations culture in order to achieve an outstanding organizational performance.

Info Mind Solution PLC (IMS) is the premier human resource information system (HRIS) solution provider in Ethiopia. Organized with the mission of providing Up-to-date technical support to the Performance of human element in the country. Established in 1998, IMS is currently the leading HRIS firm in Ethiopia and has been involved in providing HR and business solutions in terms of recruitment, web design, hosting, training & HR consultancy; and has also launched the first online recruitment service in the country.

Problem Statement

Organizations must be sustainable throughout the system. Organization sustainability will depend mainly on its human resource and what it delivers to its customers. And its sustainability is more related with organizational culture(Wales 2013). The CIPD (2012) emphasizes the importance of organizational culture in seeking to understand organizational sustainability, referring to “the creation of meaningful values that shape strategic decision-making and building a culture that reinforces desirable behavior”.

Most organizations found in Ethiopia has poor organizational culture practices these leads the organization to not acquire the required output and achieve their ultimate goal. This can be occurred because of the organizations human resource management system, the overall structure of the organization or some other causes that draught the less performance of the organization(Abera 2013; Gizaw 2014; Soud 2014).

In addition to having implications for employee performance, organizational culture is an effective control mechanism dictating employee behavior. Culture is a more powerful way of controlling and managing employee behavior than organizational rules and regulations(UMN 2015). For example, when a company is trying to improve the quality of its customer service, rules may not be helpful, particularly when the problems customers present are unique. Instead, creating a culture of customer service may achieve better results by encouraging employees to think like customers, knowing that the company's priorities in this case are clear. Therefore, the ability to understand and influence organizational culture is an important item for managers to have in their tool kit when they are carrying out their controlling function as well as their organizing function to enhance employee performance and promote the realization of the organizational goals(SHRM 2020).

This research work is intended to be an applied research which contributes knowledge towards solving a practical problem. This study examined the relation of organizational cultural and organizational performance in detail, in order to identify the major weaknesses, shortcomings and draw backs associated with the current organizational culture and organizational Performance of Info mind solution plc, the research aims at addressing the problems and proposing improvement interventions, based on the concepts and theories developed so far in the area.

1.2. Objective of the Study

1.2.1. General Objective

The general objective of this study is to assess the relationship between organizational culture and organizational Performance at INFOMIND SOLUTIONS PLC.

1.2.2. Specific Objectives

- To assess the current organizational culture practice at INFOMIND SOLUTIONS PLC
- To determine employee perception towards the established organizational culture in INFOMIND Solutions PLC.
- To analyze the relation of organizational culture with organizational Performance at INFOMIND Solutions PLC.

1.3. Research Questions

This study assessed current organizational culture in relation to organizational Performance in INFOMIND Solutions PLC. In particular, possible solutions are given to the following basic research questions:

1. What is the current cultural trend in INFOMIND Solutions PLC?
2. How employees perceive the organizational culture in INFOMIND Solutions PLC?
3. How is organizational cultures related with organizational Performance in INFOMIND Solutions PLC?

1.6 Significance of the study

The purpose of the study is to assess the relationship between organizational culture and organizational Performance. This study helps to understand and review the current organization cultural and its relationship with organizational Performance.

The study would also serve as a reference for the researcher who is interested on the similar topic of this study. Also, the study enables to understand the benefit of reviewing and reforming organizational cultural and how the company is working with these practices.

The findings of this study can be used to serve different purposes. Some of the benefits are:

- Provide information about the current level of organizational cultural on the Performance of organizational Performance.
- Provide the best ways of adopting a better organizational cultural practice.
- Be an initiative agent to convert the conventional method of organizational practice to a simple and modern way of organizational cultural practice which lead the organization and develop it onward.
- Provide information about the Performance of organizational culture practices.

1.7 Scope of the study

Temporal scope

The study was conducted through in-depth interviews related to organizational cultural practices with employees of the study organization INFOMIND SOLUTION PLC as per their responsibility within the organization.

Geographical scope: the study was only aimed to look the internal organization perspective towards the relationship between organizational culture and organizational Performance thus data were collected only from INFOMIND Solutions PLC.

Conceptual scope: organizational cultural practices from the perspective of organization structural contents like (power distance, individualism, uncertainty avoidance, and masculinity). As studies like this are on service supply, it attempts to bridge such research gaps and inform the organization towards strategies to appropriately implement a proper organizational cultural practice which can promote an organizational Performance.

1.8 Organization of the paper

The study is organized into five chapters: Chapter one deals with the background of the study; statement of the problem; objectives; and research questions; the scope of the study; the significance of the study and research framework; Chapter two includes a review of the literature. Chapter three focuses on research methodology which includes; study design and sampling techniques; data collection methods and analysis. Chapter four is about the results and discussion of data. Finally, chapter five summaries the research finding, conclusions, remarks, and recommendations for future action.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature Review

In this chapter, a detailed discussion of related literature works on Organizational culture and organizational performance will be presented. Theoretical review, empirical review and conceptual framework of the study will be discussed in detail to support this study.

2.1.1. Organizational Culture

It is a difficult task to define the concept of “organizational culture”. Definitions take different shapes depending on the concept they reflect, their authors’ approaches and emphases. Organizational Culture is a human resource management concept which is used to improve the general culture within a company and organization(Richardson 2011). Some authors explain the definition of organizational culture based on classification according to(Jahanian and Salehi 2013) Organization's culture is made up of two main layers. The first layer (values and beliefs) that display a level of tangible symbols such as how to dress, manners, ceremonies, rituals, myths and legends alike. Additional layers of organizational culture, a base layer or foundation of our culture that values infrastructure, assumptions, beliefs and thought processes of an organization refers individuals and groups. This layer will form the authentic cultural organizations.

Beside the term definition organizational culture divides into different levels according to (Gabriel 2015) the first level is of culture involves the artifacts which include constructed physical and social environment, physical space and layout, technological output, written and spoken language and overt behavior of group members. Level two involves espoused values. These are values and beliefs that guide a person’s behavior. While level three involves basic underlying assumptions.

What is the value or importance of organizational culture? This is a basic question according to (Tănase 2015)organizational culture is important because it is the most rooted element that defines the organization. This is way for many of them, changing it can turn to be the most difficult process ever to encounter. Now days, business environment is very difficult with fast changing demands, that lead to many mergers and corporate restructuring, leaving often the employees to feel unimportant in the chain management process. A well-organized organization, with a strong culture can make the employees feel like they take part of the process. Organizational culture plays an important role in organizations, regulating the behavior of participants, and in extreme cases – of the organization as a whole(Bembenek 2014).

The importance of organizational culture in unifying multiple firm cultures within the corporate group structure cannot be overstated. Although there are financial benefits to managing a varied firm under the same leadership, a lack of strong leadership and an efficient organizational culture can lead to the diversified firm's demise(Kenny 2012; Lien and Li 2013).

Individuals' cognitive perceptions established in relation to their experience and character, as well as the interaction of both, as well as the procedures and events followed by the organization, including individuals' perceptions of the workplace and their own employment, make up organizational culture. "Underperforming staff, poor work quality, and low levels of organizational loyalty"(Jones and Fletcher 1992).

The norms of the work environment experienced by members of the organization and described as their work environment make up organizational culture(Schneider, Ehrhart, and MacEy 2013). Corporate managers can integrate organizational cultures and build effective organizational cultures to improve outcomes. Integrating a culture of success within a corporate group is a key factor in maintaining good communication and improving outcomes(Idris, Wahab,

and Jaapar 2015). The establishment of an effective organizational culture in the corporate group is required to boost performance and productivity(Lee and Gaur 2013).

2.1.2. Organization Performance

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Continuous performance is the focus of any organization because only through performance organizations are able to grow and progress. Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational. The authors Ilie and Gavrea 2008 provide a set of definitions to illustrate the concept of organizational performance as a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside).

Researchers found a relationship between organizational culture and employee performance, with respect to success indicators such as revenues, sales volume, market share, and stock prices leading to realization of the organizations goal (Flamholtz and Randle 2012). It is important to have a culture that fits with the demands of the company's environment, so that it can improve the shared values of the company and also propel employee performance. For example, if a company is in the high-tech industry, having a culture that encourages innovativeness and adaptability, that will improve its performance (Edwinah 2012). However, if a company in the same industry has a culture characterized by stability, a high respect for tradition, and a strong preference for upholding rules and procedures, the company may suffer because of its culture. In other words, just as having the right culture may be a competitive advantage for an organization, having the wrong culture may lead to performance difficulties, such may be responsible for

organizational failure, and may act as a barrier preventing the company from changing and taking risks (Porter, R. E. and Caves 2010).

The impact of culture occurs when the founders implement their business strategy and operational assumptions. Uddin, Luva, and Hossain 2012 noted that the source of organizational culture also includes the learning experience of group members, as well as the new beliefs and assumptions of new members and managers. Founders have an opportunity to introduce a strategy and direction of the organization at an early stage of the organization. Founders have a significant impact on how the organization operates (Andish MA et al. 2013).

2.1.3. Organizational Culture and Organizational Performance

Schein 2010, split into three parts: man-made things and values, explained the relevance of organizational culture in the organization's outcomes. Assumptions are the organization's unwritten but essential norms. Effective organizational culture is used by business managers to influence performance and productivity, (Shahzad 2012) because it has the potential to influence the working environment, work habits, performance, productivity, and profitability of a business (Linnenluecke and Griffiths 2010).

Melo (2012) discovered that there is a strong link between corporate social performance and organizational culture (Melo 2012). Social aspects, beliefs, traditions, and collective assumptions of the members of the organization make up organizational culture, (Whalen 2013). Social values derived from a sense of participation and collaboration among the organization's members are included in organizational cultural orientation (Sharma and Good 2013). Managers employ organizational culture to maintain favorable changes in corporate social performance.

Organizational culture is a member's view of the organization. However, this does not rule out the development of subcultures within an organization. Large companies have a dominant

culture as well as a variety of subcultures. The majority of the members of an organization's dominant culture have common ideals. The dominant culture of an organization is defined by its culture (P.Robbins and A.Judge 2013).

Employees in a strong organizational culture have similar perspectives on the organization and act in accordance with its ideals (Flamholtz and Randle 2012).Members of an organization with a strong organizational culture share the organization's values and goals, and new employees rapidly embrace them (Heskett and Kotter 1992).

The foundation work include building the working culture of the organization's members as well as setting a set of rules and norms for conducting business within the organization (Flamholtz and Randle 2012). Customers and other stakeholders use the culture of the organization's members and their work habits to distinguish it from the culture of other businesses (Cian and Cervai 2014).

Schein 2010 noted that management with a poor organizational culture lacks open and consistent communication inside the company. Employees in a weak organizational culture behave in ways that are inconsistent with the organization's priorities due to a lack of communication and consistent leadership guidance (Flamholtz and Randle 2012). Because organization members have various values and views, they may work against the management's priority when the organizational culture is poor, the organization's existence is at risk (Eaton and Kilby 2015).

Organizational culture, according to experts, has a substantial impact on employee dedication. Building on prior research, we argue that the organizational culture could act as an important role in motivating the workers to participate in human resource activities. Specifically, when active communication within an organization will help employees be aware and share the

information, which in turn, lead to motivate to participate in these activities(Inanlou and Ahn 2017). Organizational culture directly impacts the way that members consciously think, make their decisions and how they view their environment around them(Hansen and Wernerfelt 1989; Schein 2010).

Organizational culture is a motivational instrument in promoting performance in the organization (Jofreh and Masoumi 2013). Schein 2010 noted that employees might motivate and improve their performance when they work in a positive working environment. The study findings showed that loyal and engaged employees promote effective organizational culture to improve performance and productivity in the organization (Fiordelisi and Ricci 2014). Business managers with strong organizational culture use transparent and open communication to motivate employees and to improve performance and productivity in the organization (Kohtamäki, Thorgren, and Wincent 2016). Employees may develop a sense of ownership and responsibility when involved in the organizational decision-making process (Engelen et al. 2014). In a strong organizational culture, business managers encourage their employees to participate in a key decision-making process. The employees' involvement in the organizational decision-making process is important to improve performance and productivity(Miguel 2015).

When business managers encourage collaboration and teamwork in the organization, employees may benefit from shared experience and supportive alliance culture(de Man and Luvison 2014). In a supportive and collaborative culture, employees may develop a friendly environment in the organization (Veiseh et al. 2014). Wiewiora, Murphy, and Tignunaryah 2014 noted that a friendly working environment is important to motivate employees for better performance.

In an effective organizational culture, members of the organization from different backgrounds fairly share the organization's values, beliefs, and symbols in the organization (Mousavi, Hosseini, and Hassanpour 2015). Effective organizational culture exists when a group of people comes together from a different background to reach a common purpose (Flamholtz and Randle 2012). When members share the organization's values and beliefs, they understand and coordinate their responsibility consistent with organizational values. Schein 2010 indicated that when organization members share values and beliefs in the organization, they could maintain effective communication and strong organizational culture.

According to Saffold 1988, firstly, culture can give a shape to the organizational processes which again helps to create and modify culture. Secondly, it is likely that cultures contribute to performance is significantly less undemanding than many studies involve.

Strong culture has almost considered as a driven force to improve the performance of the employees. It enhances self-confidence and commitment of employees and reduces job stress and improves the ethical behavior of the employees (Saffold 1988). Further he states that mostly studies on culture tend to emphasize on a single organizational culture.

Heskett and Kotter (1992) identify employee performance as the accomplishment of a given task measured against present known standards of accuracy, completeness, cost, and speed. The degree of an achievement to which an employee fulfills the organizational mission at workplace is called performance (Cascio 2006).

Performance is a main multidimensional build, aimed to get results and strong link to planned objectives of an organization (Mwita 2000) (Mwita, 2000). Employee performance is considered as an integral part of the growth process of an organization, it fosters employee

commitment towards the organization. Employees align their goals and objectives with those of the organization and feel responsible for the overall well-being of the organization. As their efforts are in turn appreciated by the management and suitably rewarded, they have immense job satisfaction. In such situation, employees are committed to achieving their goals and thus have a positive effect on the overall performance of the organization. The culture and performance have been interrelated to each other based upon perfect association between business processes. The culture construct based upon operational complexity, has its basis towards different business processes.

Growth, profitability, productivity, and performance improvement are critical factors for the success of any business(Flamholtz and Randle 2012). The factors require a deep understanding of the organizational culture because organizational culture is an essential element for every pattern of a business strategy(Monzavi, Mirabi, and Jamshidi 2013) (Monzavia et al., 2013). Creating and maintaining an effective 4 organizational culture is important to improve performance and productivity(Eaton and Kilby 2015).

2.1.4. Theories of Organizational Culture

According to Dessler (G. 2011), The ideals, traditions, and behaviors that firm employees share are referred to as organizational culture .A value is a fundamental belief about what is right or wrong, or what should or should not be done. Values are crucial because they direct and channel a person's actions. Managing people and molding their behavior so requires shaping the values they use to guide their actions. Different types of organization culture can be found in an organization. Some of these include power culture, role culture, task culture and person culture.

According to Schein (1981 and 1992), A pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, thus, to be taught to new members as a correct way to perceive, think, and feel in relation to those problems is defined as organizational culture. Culture, according to Schein, there is a three-layer phenomenon that may be investigated on multiple levels. Information regarding different levels of culture will be generated using various approaches. The observable organizational procedures and different artifacts make up the first level of culture. Dress requirements and the general tidiness of the office, for example, are artifacts that reveal something about the culture of the company. The Schein model's second cultural level is made up of the values that the organization espouses. These can be seen in the organization's formal aims, declared norms, and operating philosophy.

Geert Hofstede conducted one of the most complete investigations of how culture influences workplace values in order to uncover cultural traits that might have an impact on company behavior. He looked at a vast database of IBM employee value scores gathered between 1967 and 1973. In addition, he established that there are national and regional cultural groups that influence organizational behavior, and he established four (later six) cultural dimensions in his research on cultures(Hofstede 2011).

Power Distance

Individual inequality does occur, and this is a truth. Because we are all unique, this is the situation. Some people are stronger, wiser, and more capable than others, and they have greater position, respect, riches, and so on. All of these characteristics indicate how an individual is positioned within a social group. The cultural dimension of power distance is directly related to

this basic problem in society and expresses the degree of acceptance of an unequal distribution of power within a society or an organization by the individuals who possess the fewest power. According to cultural studies, Mexican society is characterized by a significant degree of power distance (Hofstede 2017b). These studies show that people in Mexico expect to be told what to do and that they require the leadership of another person at a higher level of the hierarchical system. In general, everyone takes the position that corresponds to them without questioning what pertains to an individual's role in society and in the family structure, but this varies based on the individual's age, gender, and social status (Ghemawat and Reiche 2011).

Individualism-Collectivism

Individualism is defined as putting the individual's goals ahead of the collective's, whereas collectivism is defined as subordinating the group to the individual as a social obligation (Ghemawat and Reiche 2011). Collectivist countries (e.g., Venezuela, Guatemala) place a greater emphasis on notions such as interdependence, family, belonging, and loyalty. Collectivist societies place a high value on maintaining harmony. One approach to do so is to say "no" in a nice manner rather than directly, as this is perceived as confrontational. Individualistic societies, on the other hand, value the freedom to express one's thoughts and beliefs. Conflict is common, and it's viewed as a good thing that leads to feedback and learning. Individualism at work entails pursuing one's own economic, psychological, and social goals and demands. Collectivism, on the other hand, encourages employees to act as members of a collective, and even the relationship with superiors is viewed through moral and paternalistic lenses, resulting in loyalty.

Masculinity-Femininity

According to this dimension one can divide into countries that favor more masculine or more feminine values. Examples for masculine cultural values are competitiveness, achievement, and materialism, differentiation of sexes, honor and success. This means that societies (such as Japan) and organizations that emphasize the masculine role place a high value on achieving goals, earning more money, being recognized for performing good job, and having the potential to advance to higher levels of hierarchy. On the other hand, feminine cultural values include things like caring for the weak, worrying about others, quality of life, gender equality, harmony, and the importance of personal relationships (Ghemawat and Reiche 2011). For example, individuals of societies with a feminine orientation (such as Switzerland) strive to establish good connections with their superiors, a sense of cooperation with others, and secure jobs.

Uncertainty Avoidance

The fact is that the future is unknown and uncontrollable. As a result of this, there is risk and stress in the face of uncertainty, which leads to the human instinct to want to escape the uncertainty. Different countries and organizations, on the other hand, display varying degrees of this tendency. Countries (e.g., Greece, Portugal) and organizations with high levels of uncertainty avoidance tend to establish standards of conduct, seek punctuality and precision, and are intolerant of traditional notions. Furthermore, actions that result in a high level of structure and organization, as well as a reduction of ambiguity, are favored. People who are unconcerned about uncertainty are more likely to accept the fact that they do not know anything. It's likely that they've been given the opportunity to explore and make mistakes since childhood, which will help them feel less stressed in risky and uncertain situations as adults. Practices often count more than principles in countries with a low score in the dimension of uncertainty avoidance (e.g., Singapore, Jamaica).

Furthermore, these cultures do not rely as heavily on rigid rule-and-norm frameworks (Hofstede 2017a).

2.2. Empirical Literature Review

A study done in Netherlands to analyze the way in which organizational culture affects alliance performance used a survey. The association between alliance experience and performance was found to be totally mediated by alliance supporting culture. This research implies that when expertise with coalitions is incorporated into organizational culture, it leads to greater alliance performance(de Man and Luvison 2014).

Another comparative study done in Germany and Thailand, assess the relationship between clan, adhocracy, hierarchical, market culture with entrepreneurial orientation comparing among Germany and Thailand. The findings show that an adhocracy organizational culture is most effective in promoting entrepreneurial orientation, particularly in national cultures with high individualism and low power distance, whereas a hierarchical organizational culture is generally a barrier to entrepreneurial orientation(Engelen et al. 2014).

Another study, used an empirical investigation to find important factors influencing organizational culture in banking industry. The study used a quantitative survey method by using a standardized Denison's questionnaire for diagnosing organizational culture. The results indicate that dimensions of job involvement (2.961) and organizational mission (2.914) are in better position compared with dimensions of compatibility (2.724) and consistency (2.621) (Jofreh and Masoumi 2013).

In a similar study conducted in Australia using a multi-case study using multiple sources of evidence to collect empirical data, including interviews, review of documents and questionnaire.

They adopted a competing values framework, and found evidence of patterns existing between the type of culture, on the project management unit level, and project managers' perceptions of valuing trustworthy behaviors and the way they are sharing knowledge, on the individual level. The study discovered evidence of trust and clan culture, which affect tacit knowledge-sharing practices, mutually reinforcing each other (Wiewiora, Murphy, and Tigunaryah 2014).

A study done in Nigeria to assess the effect of corporate culture on organizational effectiveness. Used a quantitative survey with 388 managers. The result showed that adaptability appears to have a beneficial impact on organizational profitability and market share. Profitability, productivity, and market share are all positively associated to shared mission, staff involvement, and shared values (Edwinah 2012).

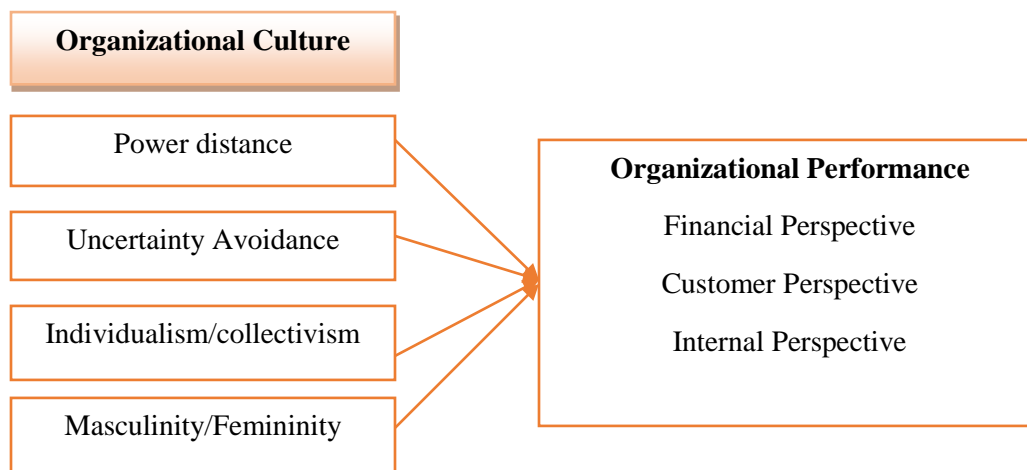
In a study conducted in Pakistan, 22 questionnaires were administered to examine the impact of organizational culture on organizational performance using a quantitative methodology. The findings suggest that Hofstede culture characteristics which are Individualism and collectivism, power distance, uncertainty avoidance, masculinity and femininity have an impact on telecom company performance (Ahmed and Saima 2012).

A study conducted in Bangladesh to assess the impact of organizational culture on employee performance and productivity used a qualitative methodology showed that organizational culture significantly influences employee performance and productivity. The study conducted in-depth interviews with top-level, mid-level, and operational level employees (Uddin, Luva, and Hossain 2012). In another study conducted in Ethiopia with 20 senior managers from corporate group used a qualitative study with an in-depth interview come up with four main themes which are well-defined mission and vision, core corporate values, employee-focused leadership, and consistency (Tedla B. 2016).

In a study conducted in Ethiopia, using a mixed qualitative-quantitative approach to assess the effect of method and frequency of communication from an outside organization influence the ability to implement organizational development. Come up with five qualitative themes related with organizations' implementation challenges. This are funding, staff time, expertise, & training, information systems, leadership, and government regulations. The quantitative findings showed that receiving communication was significantly associated with an organization's motivation (mean=4.5, \pm 0.6), understanding (mean=4.2, \pm 0.6) and ability (mean=3.9, \pm 0.6) to implement recommendations(Falconer, Semrau, and Bryant 2014).

2.3. Conceptual Framework

According to Saunders, Lewis, and Thornhill 2019, “A conceptual framework indicates how the researcher views the concept involved in a study, especially the relationship among concepts”. It can guide research by providing an illustration of theoretical constructs and variables of interest. Designing a conceptual model begins with conducting a thorough review of the literature. This specific research acknowledged four dimensions of organizational culture namely: power distance, individualism, uncertainty avoidance, and masculinity. Organizational performance includes the actual result of the organization as measured against the organization's expected goal. In this study, we observed organizational performance from a financial perspective, a customer perspective, and an internal business process perspective based on the reviewed literature(Ahmed and Saima 2012).



CHAPTER THREE: RESEARCH METHODOLOGY

In this chapter, the research approach to be used in the study is presented. The research method is a strategy of enquiry, which moves from the underlying assumptions to research design, and data collection (Myers, 2009). This chapter describes the research design, research instruments and data analysis tools and methods that was used during data collection sampling methods for the purpose of achieving the research objectives. Further it will discuss the ethical consideration. This study used both qualitative and quantitative study designs.

3.1. Study Setting

INFO MIND SOLUTIONS (IMS) is the premier Human Resource Information System (HRIS) solution provider in Ethiopia. Organized with the mission of providing up-to-date technical support to the development of the human element in the country; IMS has assisted over 500 national and multi-national organizations in Ethiopia. IMS has 40 employees which are permanent staff of the organization.

3.2. Research design

A mixed quantitative cross-sectional study with qualitative in-depth interview was used. According to Merriam and Tisdell (2009), qualitative researchers are interested in understanding the meaning people have created in particular how they make sense of their world and the experience they have in the world, Todorov and Smallbone (2014) perceive qualitative research as using methods such as participant observation or case studies which result in a narrative, descriptive account of a setting practice. Aliaga and Gunderson (2000) define quantitative research strategy as explaining phenomena by collecting numerical data that are analyzed using

mathematically based methods. Therefore, in this study a mixed approach is used where both qualitative and quantitative data are collected analyzed.

3.3. Sampling

Institutional census-based sampling was used were everyone concerned to matter participate in the study. With a total of 40 employees of the study organization 30 employees have participated with 75% response rate in the quantitative part of the research were as 6 of the employees participated in the in-depth interview.

3.4 Data collection methods

A structured questionnaire was employed to collect quantitative data from employees. The questionnaire is adopted and validated from previous studies Ahmed and Saima 2012. The questionnaire consisted of two sections; the first part contained 7 items on socio-demographic characteristics of respondents and background of the company, the second part included 28 items about organizational culture consists of power distance, uncertainty avoidance individualism/collectivism, masculinity/femininity and organizational performance which is consists of financial perspective customer perspective internal perspective.

The items are measured on a five-point Likert scale ranging from 1(strongly disagree) to 5(strongly agree). The in-depth interview guide questions used to undertake key informant interviews for the qualitative section of the research.

3.5 Validity and Reliability

Validity is concerned with whether an instrument can accurately measure, whereas reliability is concerned with measurement consistency. Healy and Perry (2000), assert that reliability is the

extent to which results are consistent over time and an accurate representation of the total population under study. Cronbach's Alpha was used as to check reliability and internal consistency. Cronbach's Alpha is a reliability coefficient that indicates how well items in a set are positively correlated to one another. The Cronbach's coefficient was used to check internal reliability of items used in the study. The normal range of Cronbach's coefficient alpha value ranges between 0-1 and the higher values reflects a higher degree of internal consistency. Different authors accept different values of this test in order to achieve internal reliability, but the most commonly accepted value is 0.70 as it should be equal to or higher than to reach internal reliability(Hair et al. 2009).

Table 1: Reliability Statistics

Reliability Statistics		
	Cronbach's Alpha Based on Standardized Items	N of Items
Cronbach's Alpha	.943	28

3.6. Method of Data Analysis

The analysis section deals with converting raw data into information so that the findings of the data analysis can be used for further interpretation, conclusion, and forwarding of recommendations for further research. After the data collected, data was cleared and the quantitative data was encoded to SPSS (Statistical Package for Social Sciences) version 26. This cross-sectional data / single point in time responses was analyzed and interpreted through descriptive statistics (mean, standard deviation, frequencies, and percentage), correlational analysis and one-way ANOVA, results are presented using tables and charts. The qualitative data

was transcribed verbatim using working language in the city which is Amharic. After cross-checking the audio record with the transcription, the transcription was be translated into the English language for further coding. Qualitative data analysis was be done thematically using NVIVO software. Lastly some recommendations are given based on the findings from the analysis.

3.8 Ethical consideration

After taking these ethical principles into considerations when referring to similar studies conducted by other researchers, the researcher acknowledged the work of others and indicated the sources in this study. Verbal consent was sought while questionnaire was distributed to all staff members who were willing to fill in. The purpose of the questionnaire has been clearly indicated in the questionnaire as well as interview covering notes. Confidentiality and anonymity of personal information respondents was ensured.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

The primary focus of the study is to assess the relationship between organizational culture and organizational Performance at Info Mind Solutions. Therefore, this chapter presents the analysis of the responses that were received from the closed-end questionnaires distributed to the employees. In addition to this, this chapter assesses the relationship between organizational culture and organizational Performance based on the data gathered through interviews.

4.1 Result and Findings

4.1.1 Current Practice

In the study, a total of 30 participants were included. Regarding the experience of employees who participated in this study 56.7 % of them are less than two years, while 40% of the respondents have two-to-five-year experience and the rest have six to ten years' experience within the company.

Table 2: General Information

Variable		Frequencies	Percentage
Gender	Female	22	73.33%
	Male	8	26.67%
Job title	Manager	4	13.33%
	Human Resource	4	13.33%
	Accountant	3	10%
	Information Technology	4	13.33%
	Other	15	50%

	Diploma	3	10%
Educational level	Degree	23	76.67%
	Masters	4	13.33%
Company annual sales revenue	2020	2,860,000.00	

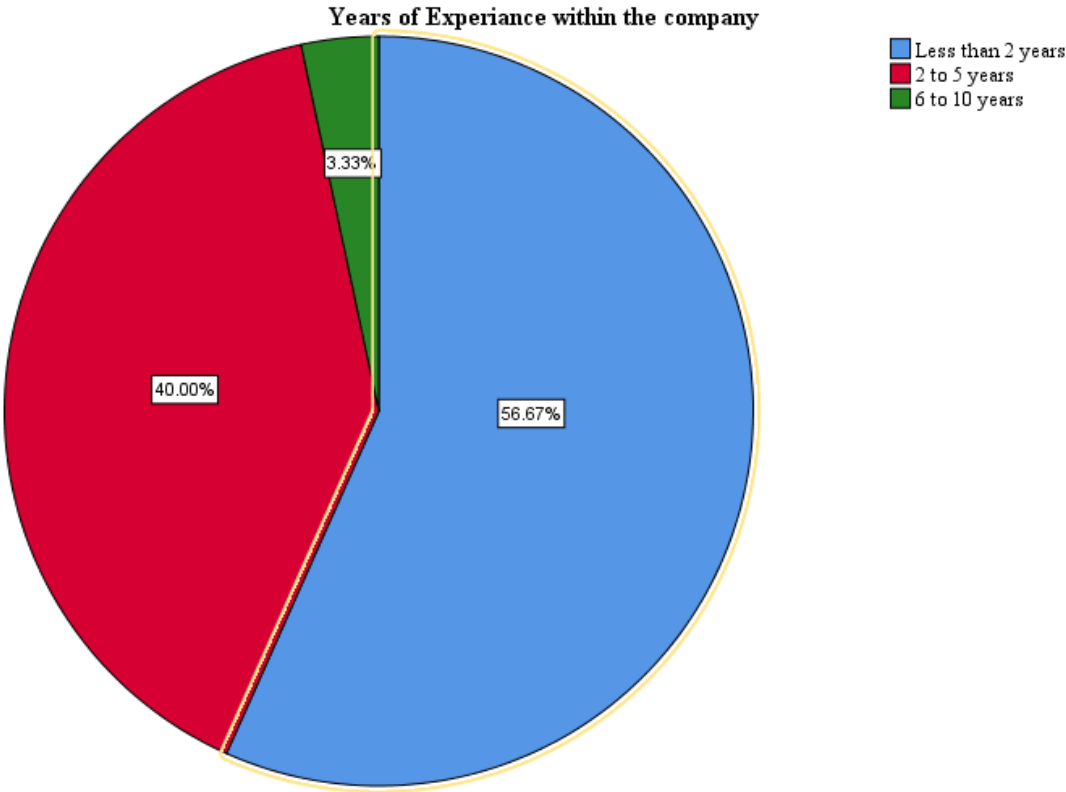


Figure 2: Pie Chart of employees work experience

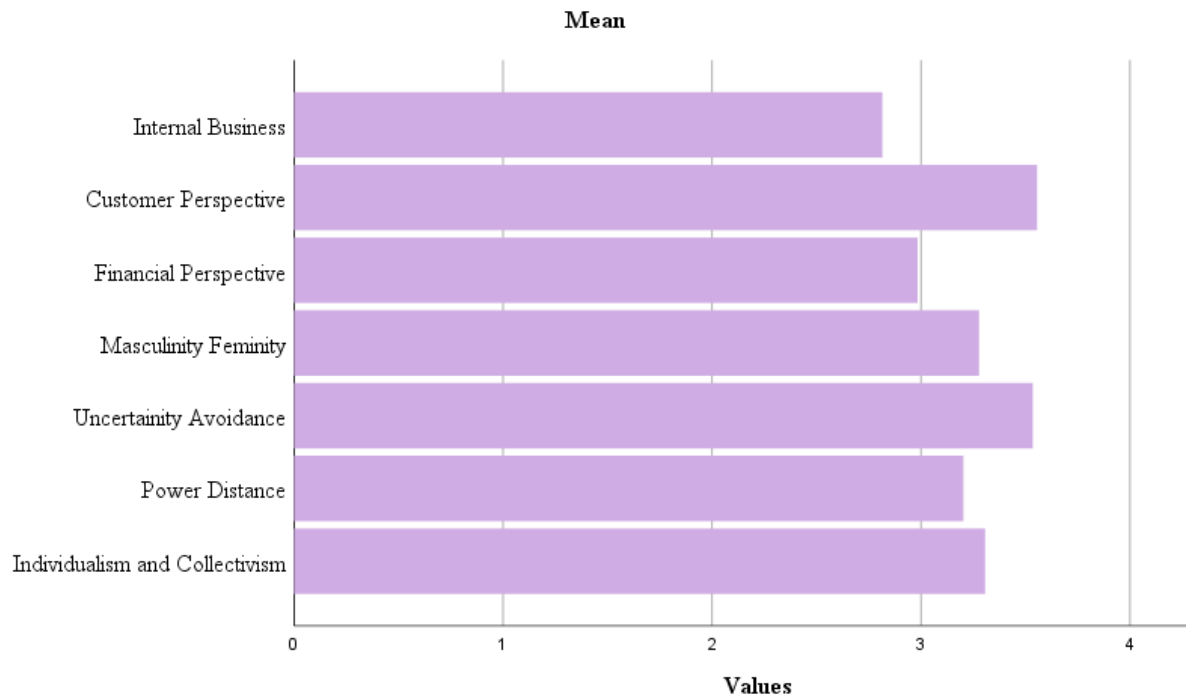
In the present study, organizational culture is expressed in terms of four dimensions (Individualism, and collectivism, Power distance, Uncertainty avoidance, Masculinity and femininity) and organizational performance is expressed in terms of three dimensions (Financial perspective, Customer perspective and internal business perspective). Out of the four organizational culture dimensions, findings of the study showed that the highest mean score was

associated with the uncertainty avoidance (3.53) and the lowest to power distance (3.2). Out of the three organizational performance dimensions, findings of the study showed that the highest mean score was associated with customer perspective (3.55) and the lowest to internal business perspective (2.78) (see table3).

Table 3 Mean of dimensions of organizational culture and performance

	Dimensions	Mean	SD
Organizational culture	Individualism and collectivism	3.2759	.13804
	Power distance	3.2011	.19755
	Uncertainty avoidance	3.5345	.18391
	Masculinity femininity	3.2356	.19213
Organizational performance	Financial perspective	2.9655	.18223
	Customer perspective	3.5517	.10628
	Internal business perspective	2.7830	.11637

Table 4 Bar graph of means of OC & OP



With regard to Individualism and Collectivism dimension of OC, the majority of the participants agreed with the manager seeks other people’s input to evaluate work (71.3%, $\mu=3.63$). By contrast, 40% of the respondents neither agreed nor disagreed with the statement “My manager takes into consideration the needs of customer when planning” (40%, $\mu=3.5$) (See table). The second dimension of OC is power distance. The findings of the present study showed that one fourth of the participants were agreed with statement “My manager openly and effectively discussed employee’s carrier development” and “My manager helps us understand why things are changing” (24.1%, $\mu=3.03$) and (26.7%, $\mu=3.36$). On the contrary, 33.3% of respondents neither agreed nor disagreed with the statement “My manager communicates effectively upwards, downwards and by the most effective media” with a $\mu=2.93$.

Related to Uncertainty avoidance of OC, most of the respondents indicated that their manager helps them to come forward with ideas and suggestions (42.9%, $\mu=3.85$). Meanwhile, more than one third of them did not agree or disagree that their managers create an environment that supports empowerment and risk taking (31.9%, $\mu=3.2$).

With regarding to Masculinity and Femininity dimension of OC around one third of the respondent agreed that their manager gives feedback honestly to me (30%, $\mu=3.6$). Whereas the majority of respondents feels neutral regarding their manager demonstrating a sense of urgency without creating undue stress (44.4%, $\mu=2.88$).

With respect to Financial Perspective of OP, one third of the respondents neither agreed nor disagreed with statement “I understand the company’s financial picture” (30%, $\mu=2.7$). Similarly, more than half of the respondents feels neutral about the statement “Overall, my company is performing well” (53.6, $\mu=3.25$).

Another dimension of OP which is customer perspective, 60 % of the respondents agree/strongly agree with the company having good relationships with its customers relative to its competitors (60%, $\mu=3.67$). For both measurement variables of customer perspectives which are “My companies’ customers are satisfied with our products/services” and “I understand the importance of system integration, multivendor open systems, services and maintenance” more than 40 % respondents agreed with the statements.

The last dimension of OP which is Internal Business perspective, major portion of respondents neither agreed nor disagreed with the statements “In general, my co-workers are happy and proud to be working for my company” and “I believe that my service to the company and the contributions that I have made are appreciated” with (41.4%, $\mu=2.72$) and (40%, $\mu=3.1$) respectively. Slightly less than two-

thirds of respondents reported that they are not satisfied with their pay (62, $\mu=1.95$) and 86.2% of the respondents feels neutral/ disagree/strongly disagree with the overall satisfaction with the financial and non-financial reward given by the company (See table 4).

Table 5: Mean of each measurement variables

Dimension	Measurement variables	Mean	Std. Deviation
Individualism and Collectivism	My manager seeks other people's input to evaluate my work	2.9667	1.18855
	My manager encourages me to influence what goes on in my department	3.6333	1.12903
	My manager encourages me to influence what goes on outside my department	3.3333	1.02833
	My manager regularly recognizes and acknowledges the quality of my work	3.1000	1.34805
	My manager takes into consideration the needs of the customer (internal or external) when planning	3.5000	1.13715
Power distance	My manager's manager is accessible and visible	3.4667	1.25212
	My manager communicates effectively upwards, downwards, and by the most effective media	2.9333	1.31131
	My manager openly and effectively discusses employee career development	3.0345	1.37536

	My manager helps us understand why things are changing	3.3667	1.18855
Uncertainty avoidance	My manager encourages me to come forward with ideas and suggestions	3.8571	1.07890
	My manager's manager creates an environment that supports empowerment and risk taking	3.2069	1.23576
Masculinity femininity	My manager demonstrates a sense of urgency without creating undue stress	2.8889	1.31071
	My manager gives feedback honestly to me	3.6000	1.06997
	My manager's manager is an effective leader	3.2333	1.33089
Financial Perspective	Overall, my company is performing well	3.2500	1.04083
	I understand the company's financial picture	2.7000	1.11880
Customer Perspective	In general, our company has good relationships with our customers Relative to our competitors,	3.6667	0.80230
	My company's customers are satisfied with our products/services	3.6667	0.66089
	I understand the importance of system integration, multivendor open systems, services and maintenance	3.3333	0.75810
Internal Business Perspective	Overall, my company is productive	3.3333	1.02833

In general, my co-workers are happy and proud to be working for my company	2.7241	1.03152
I believe that my service to the company and the contributions that I have made are appreciated.	3.1000	1.06188
Compared with other companies in the industry, my company has lower employee turnover	1.9000	0.95953
I am satisfied with my pay	1.9655	0.98135
I am satisfied with the benefits program	2.4333	1.27802
The people with whom I work have the appropriate skill	3.8276	0.75918
Relative to other companies, my company is an enjoyable place to work	3.5333	1.00801
Overall, I am satisfied with the financial and non-financial rewards given by my company	2.4483	1.02072

4.1.2. Employees Perception towards Organizational Culture

A total of 6 key informants aged between 25 and 40 years were interviewed. Among these, 3 were top managers and the remaining 3 of them were lower-level employers. From interviews thematic analysis, two major themes were come into picture both: respondents' perception towards current organizational culture in Info Mind solution PLC. Under those major themes, four subthemes were come into sight and reported below.

Table 6: Theme of qualitative result

<i>S.No.</i>	<i>Theme</i>	<i>Subthemes</i>
1.	Relationships	Relationship with employees Relationship with customers
2.	Performance	Employee satisfaction Financial Performance

Theme 1: Relationships

In the interview held with different informants, relationship with employees and customers was raised as a major factor that contribute to the success of the organization.

Employee

According, the majority of the respondents the relationship of top manager with the lower-level employees is perceived as friendly, family like, smooth and positive environment. Here are some quotes directly taken from the interview.

“Considerate and Family like Environment” Respondent 2

“It is very friendly and an easy environment” Respondent 4

“A family like culture fosters a team work and orientation that would be able to achieve organization” Respondent 3

While some respondents emphasize on the need to improve the communication with the staff and how the relationship is imbalanced and favored for some member of the employee. This was supported by the following statements.

“Our company culture is not enjoyable it can benefit one and discourages others” Respondent 6

“The organization is favors the management rather than the other employees.” Respondent 1

Customer

The importance of the relationship with customer was agreed by all the respondents even if some of the participants doesn't have direct contact with the company customers. Here is a quote taken from one participant,

“Yes, customer king. We have a good relationship with our customers. We communicate with our customers in many ways outside of business. For example, to collect feedback. Our service is not just the only thing that make us communicate with our customers.” Respondent 3

Theme 2: Performance

Another main theme that emerged from the qualitative analysis was the performance of the organization regarding financially and satisfaction of employees. Respondents mention lack of structured financial system may cause the company struggle financially never less being one of the first company in Ethiopia to be human resource Recruitment Company have the privilege to sustain in the business. Concerning the satisfaction of its employees the result shows that it's partially satisfied and partially unsatisfied.

Financial

“There are things that needed to be fixed, but in general we say that we address our employee’s major needs and have good workplace. But overall, we have good performance and a good workplace.” Respondent 2

“Honestly I don’t see a well thought financial Structure, nonetheless we are performing well.” Respondent 6

“Most of our company subordinates and have good working communication and word appreciation are highly dominated instead of financial increment and position upgrade.” Respondent 4

Employee’s satisfaction

“In a company with a task culture, employees value task completion and achievements.” Respondent 3

“Good Culture. I strongly believe that the company is trying its best to achieve highest possible employee satisfaction.” Respondent 2

“Based on the culture of the company and based on the plan being implemented, I can confidently say the company is employee centric.” Respondent 4

4.1.3. Organizational Cultures Related with Organizational Performance

Correlation Matrix

Pearson's correlation coefficient, also known as linear or product moment correlation, represents a linear relationship between two variables and is the most extensively used type of correlation coefficient. As obtained in table 7 it is observed that strong association exists amongst the study variables except internal perspective and customer perspective with $r=0.4$. The correlation analysis between the dimension of organizational culture and organizational performance showed that the uncertainty avoidance ($P<0.001$) had the highest correlation with masculinity and femininity with 0.9. Followed by power distance ($p<0.001$) with 0.89 masculinity and femininity. Generally, the variables of the study are positively related.

Table 7 correlation matrix

Variables	1	2	3	4	5	6	7
Individualism and collectivism (1)	1.00						
Power distance(2)	0.73	1.00					
Uncertainty avoidance(3)	0.84	0.86	1.00				
Masculinity & femininity (4)	0.78	0.89	0.90	1.00			
Financial Perspective (5)	0.58	0.73	0.69	0.76	1.00		
Customer perspective (6)	0.37	0.54	0.60	0.58	0.50	1.00	
Internal perspective (7)	0.63	0.79	0.69	0.75	0.72	0.40	1.00

** All correlation was significant at 0.05 level(two-tailed)

According to studies, each individual in the organization has an own culture, and he or she must first acclimate to the organization's norms and values. Employees benefit from the adoption of the organization's culture since it allows them to work more efficiently and effectively(Shahzad et al. 2012). One-way ANOVA was used to compare the mean of Organizational Performance dimensions with the years of works experience of the respondents. Accordingly, the findings showed that the highest of organizational performance dimension was achieved with respondents who works less than two years.

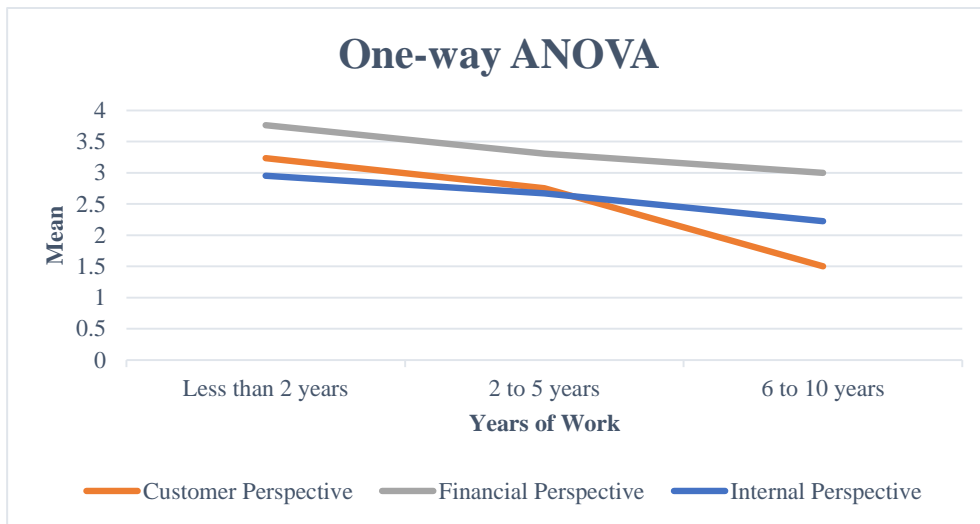


Figure 3 One way ANOVA of OP with years of work of respondents

Similarly, the One-way ANOVA between mean of organizational culture and the years of work experience of respondents was compared. Accordingly, the findings showed that the highest mean of organizational culture dimensions were observed in respondents working less than two years within the organization.

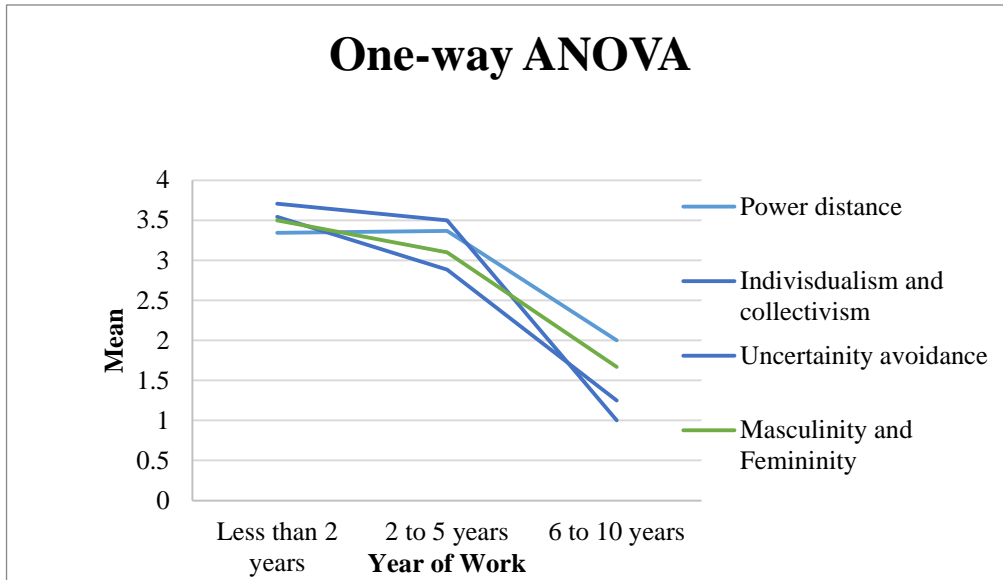


Figure 4: One-way ANOVA between OC and years of work

Employees that are aware of the company's culture are better able to understand the company's history and functions. This knowledge provides information about projected future behaviors (Selvalakshmi, Professor-Mba, and Guru 2017). Likewise in this study, it was observed from one-way ANOVA that those respondents who stay working in the organization tried to reflect their beliefs with lower means towards the performance and culture of the company consistently across the group compared to those who stayed less than two years in the company.

CHAPTER FIVE: SUMMARY, CONCLUSION, AND RECOMMENDATION

This chapter deals with the summary of major findings, conclusions, and recommendations for the research in line with the objectives of the study. The recommendations' part suggests possible solutions to the major findings of the study.

5.1 Summary

The main objective of this study is to assess the relationship between organizational culture and organizational performance in INFOMIND Solutions PLC. To achieve the purpose the following research questions were developed.

The target population of the study was employees of INFOMIND Solutions PLC. An institutional census-based sampling was used with a total of 40 employees of the study organization 30 employees have participated with 75% response rate in the quantitative part of the research were as 6 of the employees participated in the in-depth interview. A five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The in-depth interview guide questions used to undertake key informant interviews for the qualitative section of the research. To analyze the collected data, descriptive statistics, correlational matrix, and thematic analysis for the qualitative part was used. Generally, the following were the finding of the study.

The respondents of the study rated the managers seeks others peoples input to evaluate work was high (71.3%, $\mu=3.63$). Similarly, the respondents believed that their manager openly and effectively discuss employee's carrier development and helps them to understand why things are

things are changing” (24.1%, $\mu=3.03$) and (26.7%, $\mu=3.36$). On the contrary the organizational culture attributes of power distance have got a moderate rating from the respondents (2.93).

The majority of respondents stated that their management helps them to come forward with ideas and suggestions (42.9%, $\mu=3.85$). Meanwhile, more than one third of them did not agree or disagree that their managers create an environment that supports empowerment and risk taking (31.9%, $\mu=3.2$).

In terms of Masculinity and Femininity dimensions, around a third of the respondents agreed that their manager delivers honest feedback to them (30%, $\mu=3.6$). Whereas the majority of respondents feels neutral regarding their manager demonstrating a sense of urgency without creating undue stress (44.4%, $\mu=2.88$).

One-third of respondents agreed or disagreed with the statement “I understand the company’s financial picture” (30%, $\mu=2.7$). Similarly, more than half of the respondents feels neutral about the statement “Overall, my company is performing well” (53.6, $\mu=3.25$).

Sixty percent of respondents agree/strongly agree that the company has good relationships with its consumers in comparison to its competitors, which is another facet of OP (60%, $\mu=3.67$). From an internal business perspective, the majority of respondents were neither agreeing nor disagreeing with the statements. “In general, my co-workers are happy and proud to be working for my company” and “I believe that my service to the company and the contributions that I have made are appreciated” with (41.4%, $\mu=2.72$) and (40%, $\mu=3.1$) respectively.

While the qualitative study came up with three themes which are Relationship, Performance and challenges. The themes are further sub-categorized in to relationship with customers and relationship with employees as well as financial performance and employee’s satisfaction.

According to the majority of respondents, senior management's connection with lower-level employees is seen as cordial, family-like, smooth, and pleasant. While some respondents stress the importance of improving communication of top management with employees and how the relationship is unbalanced and favors some employees over others.

Another major element that came from the qualitative investigation was the organization's financial and employee satisfaction performance. Respondents remark that the lack of a structured financial system may lead the company to struggle financially, but that being one of the first human resource recruitment companies in Ethiopia has provided it the opportunity to stay in business. Employees are happy with the company, and they believe it is doing everything it can to reach the highest level of employee satisfaction.

The result of correlational analysis between the dimension of organizational culture and organizational performance was positive and statistically significant ($P < 0.001$). The mean of Organizational Performance dimensions was compared to the respondents' years of work experience using a one-way ANOVA. The result shows that employees who have worked for less than two years have believe the organization have greatest organizational performance. Similarly, one-way ANOVA was used to compare the mean of organizational culture and the years of work experience of respondents was compared. Accordingly, the findings showed that the highest mean of organizational culture dimensions were observed in respondents working less than two years within the organization.

5.2 Conclusion

Based on the above findings on each research questions, this section gives conclusions in the relation of each organizational culture essential to organizational performance.

Organizational culture enables the development of employee's perspective and sense of thinking on team spirit and it also allows the leadership style of the organization to work on a good manner and increase the attachment between the management staff and the employees.

This study mainly aimed on the relationship of organizational culture and organizational performance. Most of the employees on the organization consider themselves as a valuable asset to the organization and perform on their best potential. Somehow, there are some challenges which makes them to be frustrated and doubt on their potential for the organization.

The study revealed that the organization employees, feel comfortable and believe in their organization even if some responses shows that there is uncertainty on the organization ability to sustain financially successful. The study also indicates that there is a gap on managers and employee's relationship. These results on partially employee's dissatisfaction on the organization financial incentive and communication problem between top-level managers and lower-level employees. The study also shows strong relationships between the dimensions of organizational culture and organizational performance.

5.3 Recommendation

The organization (INFOMIND SOLUTIONS PLC) is the premier human resource information system (HRIS) solution provider in Ethiopia. The researcher discussed the value of organizational culture in fulfilling the company's objective. Based on the findings and analysis of the study the following recommendations are forwarded to the organization.

- ✎ Top-level managers should strength their relationship with the employees as well as with the customers. Both employees and customers should involve in decision making as well as they should set a mechanism where they can collect feedback.
- ✎ The organization should set a rewarding mechanism whenever employees perform great.
- ✎ Whenever the top-management decide to bring change within the organization the employees should be aware. Similarly, when the employees have something to say about something they should be heard. This will allow the flow of information and commands very clear.
- ✎ Mangers should plan a date to discuss with employees periodically. This will help to discuss on the problems occurred at a time and can set solution for it.
- ✎ The leaders and the management staff should facilitate training that will help us on team works and create awareness about the importance of culture and how they can increase their performances.

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Annexes

I. Consent form

St. Mary's University

Master of Business Administration

Dear respondents, I'm a graduate student at St. Mary's University, Currently, I'm conducting research entitled '*Assessment of the relationship between organizational culture and organizational Performance in the case of INFO MIND SOLUTIONS PLC*' as a partial requirement for the award of Masters of business administration. The purpose of this questionnaire is to gather data for the proposed study, and hence you are kindly requested to assist in the successful completion of the study by providing the necessary information. Your participation is entirely voluntary and the questionnaire and the interview is completely anonymous. I confirm that the information you share will stay confidential and only used for the aforementioned academic purpose, this will not affect you in any way. So, you're genuine, frank, and timely response is vital for the success of the study. I want to thank you in advance for your kind cooperation and dedication of your precious time to fill this questionnaire.

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (P.№: +251910097002 or e-mail: maranatawit93@gmail.com)

Thank you for scarifying your precious time in advance!

II: Questionnaire

Please put ✓ in the box next to the answer of your choice or write in the space provided as the case may be.

Section I: General information

1. Job Title:
2. Name of the company:
3. How many years have you been active in your current position?

Less than 2 years 2 to 5 years 6 to 10 years more than 10 years

4. What is the annual sales revenue of your company?

Under 250,000 Birr

500,000 Birr

1 M Birr

over 1 M

5. What is the number of employees in your company?

Under 20

20–50

over 200

50–100

100-200

6. What is the *ownership structure* of your company?

Privately owned

Publicly owned

Share Company

7. Which geographical regions account for your sales revenue? (Check all that apply.)

Local sales

Africa

Asia

Europe

Other _____

Section II: Organizational culture practices

Concerning Organizational practices of your firm, please tick the appropriate box parallel to the number to indicate the extent to which you agree or disagree with each statement. The item scales are five-point Likert type scales with 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, 5 = strongly agree, 6 = not applicable.

Please put a “√” mark on your choice on the space provided.

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Not applicable
Individualism and collectivism							
1.	My manager seeks other people’s input to evaluate my work						
2.	My manager encourages me to influence what goes on in my department						
3.	My manager encourages me to influence what goes on outside my department						
4.	My manager regularly recognizes and acknowledges the quality of my work						

5.	My manager takes into consideration the needs of the customer (internal or external) when planning						
Power distance							
6.	My manager's manager is accessible and visible						
7.	My manager communicates effectively upwards, downwards, and by the most effective media						
8.	My manager openly and effectively discusses employee career development						
9.	My manager helps us understand why things are changing						
Uncertainty avoidance							
10.	My manager encourages me to come forward with ideas and suggestions						
11.	My manager's manager creates an environment that supports empowerment and risk taking						
Masculinity and femininity							
12.	My manager demonstrates a sense of urgency without creating undue stress						

13.	My manager gives feedback honestly to me						
14.	My manager's manager is an effective leader						

Section III Organizational Performance

Please indicate the extent to which you agree or disagree with each statement concerning the competitive advantage of your firm.

The scale below utilizes a five-point Likert type scale with response~ ranging from:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree, 6 = NOT APPLICABLE.

		Strongly disagree	Disagree	Neutral	Agree	Strongly	Not applicable
Financial perspective							
1.	Overall, my company is performing well						
2.	I understand the company's financial picture						
Customer perspective							
3.	In general, our company has good relationships with our customers Relative to our competitors,						
4.	My company's customers are satisfied with our products/services						

5.	I understand the importance of system integration, multivendor open systems, services and maintenance						
Internal business perspective							
6.	Overall, my company is productive						
7.	In general, my co-workers are happy and proud to be working for my company						
8.	I believe that my service to the company and the contributions that I have made are appreciated						
9.	Compared with other companies in the industry, my company has lower employee turnover						
10.	I am satisfied with my pay						
11.	I am satisfied with the benefits program						
12.	The people with whom I work have the appropriate skillset to contribute to the firm's success.						
13.	Relative to other companies, my company is an enjoyable place to work						

14.	Overall, I am satisfied with the financial and non-financial rewards given by my company						
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Interview guide questions

1. How do you observe your company organizational culture?

2. How does the organization culture contribute in developing the company?

3. How do you describe your relationship with your employees/ manager?

4. How do you describe your relationship with your customers?

5. How do you describe the overall performance of your company?

6. What do you think needs to be changed, regarding the organizational culture?

II ፍቃድመጠየቂያቅፅ

ውድየዚህጥናትተሳታፊዎችእኔቅድስትማርያምዩንቨርሲቲየማስተርስኦፍቢዝነስኦዲዎንስትሪሽንተመራቁስሆን።

የመመርቂያፅሁፊንበ “Assessment of the relationship between Organizational Culture and Organizational Performance in the case of INFO MIND SOLUTIONS PLC” በሚል ዕርስ እያካሄድኩ ሲሆን የዚህ መጠይቅ ዓላማ ለታቀደው ጥናት የሚውል መረጃን መስብስብ ነው።፤ስለሆነም አስፈላጊውን መረጃ በማቅረብ ጥናቱ በስኬት እንዲጠናቀቅ ይህን መጠይቅ በመሙላት እንዲያግዙን በትህትና እንጠይቃለን።. የእርስዎ ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ሲሆን መጠይቁ ሙሉ በሙሉ ስም አልባ ነው።. እርስዎ የሚያጋሩት መረጃ ሚስጥራዊ ሆኖ ለተጠቀሰው አካዳሚክ ዓላማ ብቻ ጥቅም ላይ እንደሚውል አረጋግጣለሁ።፤ስለሆነም በምንም መንገድ ላይ ተጽዕኖ አያሳድርም።. ስለዚህ ለጥናቱ ስኬት እውነተኛ፣ግልፅ እና ወቅታዊ ምላሽዎ በጣም አስፈላጊነው።. ይህንን መጠይቅ ለመሙላት ላሳዩን ፍቃደኝነት እና ትብብር በቅድሚያ ላመሰግናችሁ እፈልጋለሁ።.

ማንኛውምጥያቄካለዎትእባክዎንእኔንለማነጋገርወደኋላአይበሉእናእኔበምቶትዎእንደእኔአገኛለሁ።

ውድጊዜዎንመሰዋትእርገውበዚህጥናትስለተሳተፉእናመሰግናለን!

VI :መጠይቅ

እባክዎንከመረጡትመልስአጠገብባለውሳጥንውስጥ/ያስገቡወይምእንደሁኔታውበተጠቀሰውቦታላይይጻፉ ::

አጠቃላይመረጃ

- 1. የሥራዎትስም
- 2. የከብንያውስም:
- 3. አሁንባለውየስራቦታዎስንትዓመትያህልቆይተዋል?

ከ 2 ዓመትቦታች 2 to 5 years 6 to 10 years more than 10 years

- 1. የከብንያዎዓመታዊየሽያጭገቢምንድነው??

ከ 50, 000 ቦታች

50,000 – 100,000 ብር

100,000 – 500,000 ብር

ከ500,000 ብር በላይ

- 1. በከብንያዎውስጥየሰራተኞችብዛትምንድነው??

Under 20

20–50

ከ200 በላይ

50–100

100-200

2. የድርጅቶቹ የባለቤትነት መዋቅር ምን ድንገት ነው?

በባለቤቶች ብቻ

የመንግስት

የጋራ-ኩባንያ

3. የሽያጭ ገቢያዎች የትኞቹ ጂኦግራፊያዊ ክልሎች ናቸው? (ለእርሶተ ገቢ የሆነው ለይመለክት ያድርጉ)

የሀገር ውስጥ ገቢያ

ኢሮፕ

አፍሪካ

ሌላ _____

ኢሻያ

ክፍል አንድ የድርጅታዊ ባህሪ ልምዶች

ከድርጅት የድርጅታዊ ባህሪ ልምዶች ጋር በተያያዘ እባክዎን ከአያንዳንዱ መግለጫ ጋር የሚስማሙበትን ወይም የማይስማሙበትን መጠን ለመመልከት ከቁጥሩ ጋር ተመሳሳይ የሆነውን ሳጥን ምልክት ያድርጉ። የመጠይቁ ድረስት አምስት-ነጥብ ሊከርት ዓይነት ሲሆን በ 1 = በጥብቅ አልስማማም፣ 2 = አልስማማም፣ 3 = ገለልተኛ፣ 4 = እስማማለሁ፣ 5 = በጥብቅ እስማማለሁ፣ 6 = ተፈጻሚ አይሆንም እባክዎ በተመረጠው ቦታ ላይ “√” ምልክት ያድርጉ።

		በጥብቅ አልስማማ	አልስማማም	ገለልተኛ	እስማማለሁ	በጥብቅ እስማማለሁ	የሚመለከተው አይደለም
ግለሰባዊነት እና ስብስብ							
1.	ሥራ አስኪያጅ ሥራዬን ለመገምገም የሌሎች ሰዎችን አስተያየት ይፈልጋል						
2.	ሥራ አስኪያጅ ይቆይ በመምሪያ ይውስጥ በሚከናወነው ነገር ላይ ተጽዕኖ እንድንደፈጥር ያበረታታኛል						
3.	ሥራ አስኪያጅ ከመምሪያ ይውጭ በሚከናወነው ነገር ላይ ተጽዕኖ እንድንደፈጥር ያበረታታኛል						
4.	ሥራ አስኪያጅ የሥራዬን ጥራት በየጊዜው ይገነዘባል እንዲሁም ይቀበላል						

5	ሥራአስኪያጅ እቅድ ሲያወጣ የደንበኞቹን ፍላጎቶች ከግምት ውስጥ ያስገባል (ውስጣዊ ምሆነው ጫዋ)						
የጋደልርቀት							
6.	የአስተዳዳሪዬ ሥራ አስኪያጅ ተደራሽ እና የሚታይነው						
7.	ሥራ አስኪያጄው ጤታማ በሆነ መንገድ ወደላይ፣ ወደታች እና በጣም ውጤታማ በሆኑ ሚዲያዎች ይገናኛል						
8.	የአኔሥራ አስኪያጅ በግልጽ እና በተቀላጠፈ መልኩ የሰራተኞችን የሙያ ዕድገት ያወያያል						
9.	ነገሮች ለምን እንደሚለወጡ አስተዳዳሪዬ ይረዳል						
እርግጠኛ ያልሆነ መሪቅ							
10.	ሀሳቦችን እና አስተያየቶችን እንድቀርብ ሥራ አስኪያጅ ይያበረታቱኛል						
11	የአኔሥራ አስኪያጅ ሥራ አስኪያጅ ማገልበት እና አደጋን መውሰድ የሚደግፍ ሁኔታን ይፈጥራል						
ወንድነት እና ሴትነት							
12.	ሥራ አስኪያጄ ከመጠን በላይ ጭንቀትን ሳይፈጥር የችኮላ ስሜትን ያሳያል						
13.	ሥራ አስኪያጄ በእውነቱ ለእኔ ግብረ መልስ ይሰጣል						
14.	የአኔሥራ አስኪያጅ ሥራ አስኪያጅ ውጤታማ መሪ ናቸው						

ክፍል ሁለት- የድርጅት ዕድገት

ከድርጅት ዋና ዋና ዳይሬክቶሪት አንጻር በእያንዳንዱ መግለጫ የሚሰጠው በትንንጃ ይህ የሚሰጠው በትንንጃ መጠን ያመልክቱ፡፡

ከዚህ በታች ያለው ልኬት ከአምስት ነጥብ Likert ዓይነት ልኬት ጋር ይጠቀማል ~ ከሚከተለው፡፡

1 = ጠንካራ ክርክር፣ 2 = ክርክር፣ 3 = ገለልተኛ፣ 4 = ይስማማሉ፣ 5 = በጥብቅ ይስማማሉ፣ 6 = ተግባራዊ አይሆንም

እባክዎ በተመረጠው ቦታ ላይ “√” ምልክት ያድርጉ፡፡

		በጥብቅ አልሰማ	አልሰማም	ገለልተኛ	እስማማለሁ	በጥብቅ እሰማ	የሚመለከተው
ገንዘብ እይታ							
1.	በአጠቃላይ የእኔ ከባንያ ጥሩ አፈፃፀም እያሳየኝ						
2.	የከባንያውን የፋይናንስ ስም ስልተረድ ቻለሁ						
የደንበኞች እይታ							
3.	በአጠቃላይ ከባንያዎች ከደንበኞቻችን ጋር ከተወዳዳሪዎቻችን አንጻራዊ ጥሩ ግንኙነት አለው						
4.	የከባንያዎቻችን ደንበኞች በምርቶቻችን / አገልግሎቶቻችን ረከተዋል						
5.	የስርዓት ወይንም የሙሉ ተንቀሳቃሽ ስርዓቶችን፣ አገልግሎቶችን እና ጥገናን አስፈላጊነት ተረድቻለሁ						
ውስጣዊ የግድሥ ሥራ እይታ							
6.	በአጠቃላይ የእኔ ከባንያው ጠቃሚነት						
7.	በአጠቃላይ የሥራ ባልደረቦቼ በመሆናቸው ደስተኛ እና ከራሳችን ይሰማቸዋል						
8.	ለከባንያዎቻችን የሰራተኛው ለከባንያው እና ለየበረከት ኳቸው መጠቀሚያዎች እድና ቆይታ አላቸው						
9.	በኢንዱስትሪው ውስጥ ሌሎች ከባንያዎች ጋር ሲነፃፀር የእኔ ከባንያው ዝቅተኛ የሥራ ተኛ ሽግግር አለው						
10.	በክፍያዬ ረከቻለሁ						
11.	በጥቅም ጥራት ግራም ረከቻለሁ						
12.	አብራሃም ሥራ ተኛ ለድርጅቱ ስኬት አስተዋፅኦ ለማድረግ ገቢ ችሎታ አላቸው ::						
13.	ከሌሎች ከባንያዎች አንጻራዊ ፣ የእኔ ከባንያ እንደነው አስደሳች የሥራ ቦታ						
14.	በአጠቃላይ እኔ በከባንያዎቻችን ለገንዘብ እና የገንዘብ ብያል ሆነ ሽልማቶች ረከቻለሁ						

1. የድርጅት ምን ድርጅታዊ ባህል እንዴት ይመለከታል??

2. የድርጅቱን ባህሪና የውሳኔ ማድረግ አንድ ደረጃ ለማረጋገጥ ይረዳል??

3. ከሰራተኛው ደረጃ ለማድረግ የሚያስፈልጉትን ጥንቅቅ አንድ ደረጃ ለማረጋገጥ ይረዳል?

4. ከደንበኞች ለማድረግ የሚያስፈልጉትን ጥንቅቅ አንድ ደረጃ ለማረጋገጥ ይረዳል?

5. የኩባንያዎን አጠቃላይ አፈፃፀም እንዴት ይገልፁታል?

6. የድርጅታዎን ዋና ዋና ጠቀሜታዎች ለምን መለወጥ አለባቸው ብለው ያስባሉ?
