The Impact of Organizational Culture on Employee's job Satisfaction: A Case of Guna Trading House Plc

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Statement of Declaration

I, Mearg Hagos the post graduate student, ID number SGS/01842012A do hereby declare that the thesis entitled "The Impact of Organizational Culture on Employee's job Satisfaction: A Case of Guna Trading House Plc " submitted for the award of the Master's Degree (MA) in Business Administration which is my original work and has not been submitted partially or in full by any other person for the award of any other Degree, Diploma, Fellowship or other similar titles of any other university or institution.

By:

Mearg Hagos   _____   _____

Name of candidate   Signature   date

This thesis has been submitted for final examination with my approval as an advisor.

Mesfin Tesfaye (PhD)   ---------------------   ------------------------

Name of advisor   Signature   date

APPROVAL

The undersigned certify that they have read and hereby recommend to the St. Mary's University to accept the Thesis submitted by Mearg Hagos and entitled " The Impact of Organizational Culture on Employee's job Satisfaction: A Case of Guna Trading House Plc " " in fulfillment of the requirements for the award of a Master's Degree (MA) in Business Administration

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Name of Internal Examiner ------------------------------------Signature---------------

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Name of External Examiner---------------------------------Signature--------------

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Name of Head of Department------------------------------Signature--------------

Date------------------

Abstract

Organizational culture and job satisfaction are the very critical factor for any organizational. The purpose of the study was to find out was the impact of organizational culture on employees' job satisfaction in Guna Trading House Plc from involvement and consistence decision making processes. The intention was to understand the correlation between Organization culture and Job satisfaction and to suggest the remedies for improving the organizational culture and job satisfaction in the company. The present study was conducted on 153 members of the company (Guna Trading House plc randomly drawn using questionnaire method. On the basis of the quantitative and qualitative analysis, it was confirmed that the employees of Guna Trading House Plc were experiencing moderate level of job satisfaction and organizational Culture. Significant differences of means were observed on the involvement and consistence decision making processes. Positive correlation were found between organizational culture and job satisfaction means if the level of perception of organizational culture will go up the level of job satisfaction will also go up. As per the majority of the participants emphasized, the company tried to enhance consistency by promoting organizational value, agreements and integration. However, still participants argued that in the company consistence decision making process has certain gap and causing source of employees' dissatisfaction

Based on the above results it is suggested that to develop better organizational culture in the company, it is the responsibility of the top leadership to explore the factors that affect job satisfaction of the employees of the company.

Key words: consistency, culture, involvement, organization, satisfaction

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CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

The perception towards organizational culture has become more significant from early 1980s. Organizational Culture mainly includes the values, opinions and attitudes of a company. Culture refers to how the things are undertaken within different organizations (Reidhead, 2020). It is also famous that the culture of the organization is mainly focuses with the direction of learning. Thus, it is very much essential to recognize the aspects of the culture of an organization before any change is going to be implemented. It has been seen that the hidden rules and expectations of behavior in an organization where the rules are not officially considered, employees know what is anticipated from them (Fatima, 2016).   Organizational culture is a complex and multidimensional phenomenon that involve a set of values and norms that are expressed through symbols shared by organization members (Anicijevic et al., 2018). Martins and Martins (2003) view organizational culture as "a system of shared meaning held by members, distinguishing the organization from other organizations". In this way, organizational culture can be viewed as the specific behavior patterns found in organizations and their value systems and rewards. Culture, therefore, gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs, meanings, values, norms and language, the way in which things are done around an organization. Thus, Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programs.

Literatures from Asita and Satish (2019) and Fatima, (2016) acknowledged that organizational culture covers values, beliefs and behaviors that contribute to the unique social and psychological environment of a business which guide the behavior of employee. It is a combination of values and beliefs, norms of behavior that are acceptable, policies, and expectations coming down from the top, formal and informal systems, through procedures, and networks. Organization culture influences the way people interact, the way employees resist certain changes, knowledge created, the way

knowledge and information shared among the members of organization. Organizational culture is a created through combination of various factors such as history of business, strategy of business, product, market, technology, type of employees, style of management, and national culture. Culture includes the organization's vision, mission, values, policies, norms, systems, beliefs, language, assumptions, location and habits (Fisher, 2003).

Since, culture is the linkage between technology adoption and organizational growth; it can be a critical success factor in organization growth, and play a crucial role in determining the success or failure of organization in long term. It is well acknowledged fact that today organizational culture is the glue that holds organization and their employees (Anindita and Tripathy, 2020).The above definitions clearly show as organizational culture is a commonly shared practice in a particular organization in its daily operations which may affect organizational activities either positively or negatively since it is shared both by employees and the public at large. Hence, the complete knowledge and awareness of organizational culture will help to improve the ability to examine the behavior of organization which assists to manage and lead the organizational activities.

Organizational culture remains a major determinant factor for organizational efficiency and effectiveness in carrying out their activities. According to empirical findings in various literatures, organizational culture plays a great role on employee job satisfactions (Martins and Martins, 2003). Job satisfaction can be defined as a positive effect towards employment (Lund, 2003). And it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants or expectations (Behzadi et al. (2012). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor (Anindita and Tripathy, 2020). Many studies share that satisfied employees will perform their work more effectively, which is the basis of many theories of performance, reward, job design and leadership (Shipton et al., 2006). Simply put, job satisfaction is the extent to which people like their jobs (Spector, 1997). Organizational culture influences the day-to-day experience of employees. Besides an organizational culture has influence on organizational performances and employees commitment (Lok and Crawford, 2004).

Hence, studying organizational culture plays a great role on understudying employee commitment, performance and job satisfactions. For many years, the topic of measuring organizational culture, employee satisfaction and performance has been center of discussion in developed world. However, in developing countries, particularly, in Ethiopia such issues are under explored. Though sporadic studies have been conducted here and there, such studies are not in position to bring influence in business reforms. Furthermore, the Guna Trading House plc has no baseline data that shows its current situation of organizational culture and satisfaction level of the employees. Hence, this study fills the baseline data gap in the organizational culture and employee's satisfaction to identify specific actions to be taken for future improvement in the process of designing the strategic plan of the company.

1.2. Problem Statement

It is an acknowledged fact that organizational culture refers to the beliefs and values that have existed in an organization for a long time and to the beliefs of the staff and the foreseen value of their work that will influence their attitudes and behavior (Usman, 2019). Alavi etal (2005) suggests that the main function of organizational culture is to define how things will be done and aimed at determining and molding the behavior of the employees within the organization. The culture within an organization is very important, playing a large role in whether it is a happy and healthy environment in which to work. When the interaction between the organizational culture and employees is good, it helps to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction (Tedla, 2016). Every organization functions within a unique culture and organizational culture stands as the center from which all other factors of human resource management derive and it is also believed that organizational culture is driving factor to promote commitment, motivation, morale and job satisfaction of employees (Behzadi et al. (2012). But, sometimes culture may be a liability and its dysfunctional aspect should not be ignored. If not managed properly, then it will have an effect on the organization's effectiveness and employee job satisfaction (Henri, 2006).

The impact of organizational culture on job satisfaction is based on the premise that organizational culture affects job satisfaction because its values and norms correspond to

specific employee needs. Because the organizational culture creates a model for everyday behavior in the organization, it is one of the factors creating the environment in which employees meet their needs (Qazi and Kaur, 2017). As per different literatures such as Martins and Martins (2003) employee's overall job satisfaction with regard to organizational culture is measured by various indicators. Some of the major factors include involvement, consistency, adaptability, capacity development, collaboration, trust and authenticity.

Backing on the above factors, in Guna Trading the impact of organizational structure on the employee's job satisfaction has not been investigated from the lens of the above dimensions. Guna Trading is assumed to organized under export and import oriented structure and has ample experience in the modern trading activities. Nevertheless, the company has been losing well experienced employees from time to time. Such practices create the gap in the company over all development. As per unpublished studies (2019) in the company the organization makes internal studies with regard to job satisfaction and salary scale. However, the impact of organizational culture with job satisfaction has not been studied and the problem of turnover continues. These are the rationales which call for the study to be undertaken in the company. Therefore, by studying the impact of organizational culture on job satisfaction, it is possible to increase job satisfaction there by organizational effectiveness. This however requires understanding of currently existing norms and organizational cultures through periodic assessment. It is, therefore, necessary to assess the relationship between organizational culture and job satisfaction in the Guna Trading House plc.

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1.3. Objective of the Study

1.3.1. Main Objective of the Study

The main objective of this study was to explore the impact of organizational culture on employees' job satisfaction in Guna Trading House Plc.

1.3.2. Specific Objective of the Study

- To examine the factors that significantly determines job satisfaction in Guna Trading House Plc.
- To identify the overall employees job satisfaction level in Guna Trading House Plc.
- To examine the relationship between organizational culture and employees job satisfaction in Guna Trading House Plc

1.4 Research Questions

- What are the factors that significantly determine job satisfaction in Guna Trading House Plc?
- What is the overall employees' job satisfaction level in Guna Trading House Plc?
- What is the relationship between organizational culture and employee's job satisfaction in Guna Trading House Plc?

1.5 Hypothesis

Hypothesis one

H0: Involvement has no statistically significant impact on employees' satisfaction

H1: Involvement has statistically significant impact on employees' satisfaction

Hypothesis two

H0: consistence decision making has no statistically significant impact on employees' satisfaction

H1: consistence decision making has statistically significant impact on employees' satisfaction

Hypothesis three

H0: Capacity development has no statistically significant impact on employees' satisfaction

H1: Capacity development has statistically significant impact on employees' satisfaction

Hypothesis Four

H0: Adaptability has no statistically significant impact on employees' satisfaction

H1: Adaptability has statistically significant impact on employees' satisfaction

Hypothesis Five

H0: Collaboration has no statistically significant impact on employees' satisfaction

H1: Collaboration has statistically significant impact on employees' satisfaction

Hypothesis Six

H0: Trust has no statistically significant impact on employees' satisfaction

H1: Trust has statistically significant impact on employees' satisfaction

Hypothesis Seven

H0: Autonomy has no statistically significant impact on employees' satisfaction

H1: Autonomy has statistically significant impact on employees' satisfaction

1.6   Scope of the Study

- **Concept Delimitation**

The thematic aspect of organizational culture goes across several disciplines since it is a multidisciplinary study. The concept of organizational culture includes broad elements like artifacts, values and assumptions of the concerned organizations. For the purpose of this study, organizational culture is defined as how things are done around the concerned organization in relation to employees' job satisfaction. As a result, this paper is delimited to investigate the effect of the prevailing organizational culture on employees' job

satisfaction in Guna Trading House plc. The organizational culture was assessed with respect to involvement and cconsistency and their impacts on employees job satisfaction.

Geographical Delimitation Geographically, this study was delaminated on Guna Trading House Plc located in Addis Ababa city.

- **Temporal Delimitation**

Temporally, this research was adopted cross-sectional study

1.7. Significance of the study

Understanding and investigating the effect of organizational culture on decision making has meaningful importance as it helps in realizing the extent to which organizational culture influence the employees job satisfaction. Every research should have something to contribute from the eye of the organization under study, the community, the body of knowledge and other researchers. Therefore, this research is expected to have the following significances.

First, the company officials through the research's output can get important information concerning the effects of organizational culture on employees' job satisfaction. This will inspire them to deal with their weaknesses and strengths in achieving the mission, goal and objective of the company. Secondly, when the employee's satisfaction is improved through healthy organizational culture, community can get efficient, effective and reliable quality services. Thirdly, this research highlights how organizational culture influences employees' job satisfaction in developing country and hence adds new knowledge in this area. Fourth, findings from this research can also assist to the interest of researchers for further investigation of the various aspects of problems which are not fully addressed by this particular study. Accordingly, the study is expected to be a bench mark for the upcoming research investigations. Besides the output of this research can be serve as secondary data sources for those who conduct similar study.

1.8. Organization of the Paper

This research report is organized into five chapters. The first chapter presents the introduction part that describes background of the study, statement of the problem, objective, research question, significance and scope of the study. The second chapter

deals about related literature review that presents , theoretical frameworks (definitions, concepts, models) , empirical review that presents previous researches and identifying research gaps mainly related to employee's job' satisfaction, and commitment as well as organizational culture. The third chapter is devoted to the discussion of the methodology (methods, data sources, data collection tools, population, sample etc). Chapter four presents the data analysis and presentation along with result and discussion. Chapter five presents conclusion and recommendations

CHAPTER TWO

2. RELATED LITERATURE REVIEW

This chapter deals with the theoretical and empirical review of literature in relation to employees' job satisfaction and commitment. In addition, it addresses the organizational culture and the relationship between organizational culture, employees' job satisfaction, and employees' commitment.

2.1. Theoretical Review

2.1.1. Definition and Concepts

- **Concept and Definition of Organizational Culture**

Organizational culture is a widely used term but defined differently by different authors. Organizational culture has been defined by Harvey and Brown (1996) as a system of shared meanings, including the language, dress, patterns of behavior, value system, feelings, attitudes, interactions and group norms of employees within the organization. It is seen as a system of shared values held by employees that distinguish one organization from another. Denison (1996) emphasizes organizational culture as referring to underlying values, beliefs, and principles that serve as a basis for an organization's management system.

Schein (1985) has provided a relatively enduring definition of organizational culture:

"The pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptation and internal integration, and that hasworked well enough to be considered valid and therefore, to be taught to new members as the new way to perceive, think and feel in relation to those problems".

Martins and Martins (2003) view organizational culture as "a system of shared meaning held by members, distinguishing the organization from other organizations". In this way, organizational culture can be viewed as the specific behavior patterns found in organizations and their value systems and rewards. Culture, therefore, gives organizations a sense of identity and determines, through the organization's legends, rituals, beliefs,

meanings, values, norms and language, the way in which things are done around an organization. Thus, Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programs.

- **Concept and Definition of Employees' Job Satisfaction**

Job satisfaction can be defined as a positive effect towards employment (Mueller and McCloskey, 1990) and it is arguably a fairly stable evaluation of how the job meets the employee's needs, wants, or expectations (Fisher, 2003). In research, job satisfaction has been assessed using global aspects as well as multiple facets like salary, career progression, supervisor (Fisher, 2003). Job Satisfaction has been playing a leading role in management research (Petty et al., 1984; Fisher, 2003). Many studies share that satisfied employees will perform their work more effectively, which is the basis of many theories of performance, reward, job design and leadership Simply put, job satisfaction is the extent to which people like their jobs (Shand ,1996).

Job satisfaction, a concept that is widely studied in organizational behavior research, is 'commonly conceptualized as an affective variable that results from an assessment of an individual's job experience' In a simpler term, job satisfaction is 'the extent to which people like their jobs' (Genevičiūtė and Endriulaitienė, 2014)

Job satisfaction is an important attitude for several reasons. For employees, job satisfaction has ramifications for subjective well-being (Jackson and Wood, 2010). Among managers, job satisfaction is often considered an important influence on employee behavior and, ultimately, organizational effectiveness. Due to its importance in organizational life, job satisfaction is studied more frequently by organizational researchers than any other variable in the domain of industrial-organizational psychology (Shipton, et al., 2006).

Dimensions of Employees' Job Satisfaction

Job satisfaction has been conceptualized and operational zed as both a global construct and a multifaceted construct. One presumable advantage of multidimensional measures of job satisfaction is that the components may relate differently to other variables of

interest in a manner that advances the science and practice of industrial-organizational psychology.

The constructs of employee job satisfaction have been approached from many directions. Contributing factors have been often identified as intrinsic or extrinsic. According to Sipho(2016) combination of intrinsic and extrinsic rewards influence employee decisions. Herzberg and colleagues (1996) brought attention to the distinction between intrinsic and extrinsic factors in the workplace in their theory of job satisfaction. Intrinsic factors are matters related to the self-actualization of the worker, that is, the need for a sense of self-accomplishment on the job or, as commonly labeled, intrinsic job satisfaction. Intrinsic job satisfaction is derived from the composite of intrinsic factors experienced in the job. Intrinsic job factors are factors such as responsibility, self-defectiveness, skill development, and observed accomplishment associated with doing the work (Kärnä, et al., 2004). Conversely, extrinsic factors are factors such as company policies, supervision, external rewards such as reflected in satisfaction with pay, and workload, which define the external context and reward system within which the worker labors. Researchers in earlier studies on the framework offered by Herzberg and colleagues found that both intrinsic and extrinsic job factors predicted levels of job satisfaction, although intrinsic factors had a stronger association with satisfaction level than extrinsic factors (Breitsohl and Ruhle, 2013).

Intrinsic job satisfaction is how people feel about the nature of the job tasks themselves, whereas extrinsic job satisfaction is how people feel about aspects of the work situation that are external to the job tasks or work itself (Brown, 1998). Evidence exists supporting some degree of discriminate validity between these two components of job satisfaction in their relationships with other relevant variables. For example, Brown's (1998) meta-analysis results suggest that intrinsic job satisfaction is more strongly related to job involvement than is extrinsic job satisfaction. Also, the results of Messner (2013) study suggest that intrinsic job satisfaction has an affective basis, whereas extrinsic job satisfaction does not. Furthermore, intrinsic job satisfaction seems to be influenced to a greater degree by genetic factors than is extrinsic job satisfaction Brewer and Clippard, 2002). This study examines the employees' job satisfaction using the following most commonly applied dimensions of job satisfaction.

Table 2.1: Dimensions of employees' job satisfaction

1. Intrinsic Scale	Description
Ability utilization	The chance to do something that makes use of my abilities.
Achievement	The feeling of accomplishment got form the job
Advancement	The chances for advancement on the job.
Recognition	The praise for doing a good job.
Responsibility	The freedom to use own judgment
2. Extrinsic Scale	
Company policies and practices	The way company policies are put into practice
Compensation	The pay and the number of work employees do
Co-workers	The way co-workers get along with each other
Supervision-human relations	The way the boss handles his men
Supervision-technical	The competence of the supervisor in making decisions
Working conditions	The working conditions

Source: Weiss et al., (1967)

The assessment of employees' job satisfaction uses the Minnesota Satisfaction Questionnaire which was one of the outputs from the "Work Adjustment Project" at the University of Minnesota; the underlying theory is based on the assumption that work fit is dependent on the correspondence between the individual skills and the reinforcements that exist in the work environment (Weiss et al., 1967).

Ability utilization: The opportunity to use abilities is a variable important to job satisfaction. The chance to use abilities emerges from many sources as a variable that is important to job satisfaction. Vroom (1982) stated that individuals gain satisfaction from jobs that require the use of their abilities as compared to jobs in which they feel like their abilities are not being used. Jackson and Wood (2010)discovered that ability utilization is a predictor of job satisfaction.

Achievements: Kuvaas (2006) supported the original notion that intrinsic aspects of a job are satisfiers or motivators, but stated that achievement and recognition are dissatisfies, more than working conditions and quality of relationships with superiors. Additionally, Herzberg's theory indicated that when employees had motivational factors, their job

satisfaction levels were also higher'Career satisfaction manifests when employees receive self-achievement from their perspective jobs (Koberg and Chusmir,1987). Therefore, employers must train and develop their staff to increase their achievement or quality performance to satisfy with the job (Lerner, 1982).

Advancement: Employee advancement and growth depend on new learning; therefore, training is a significant factor to achieve employee's growth needs (Herzberg, 1974). Herzberg added that employees remain accountable for their jobs as long as they remain equipped with training and the appropriate resources. Therefore, managers must train and develop their employees to enhance job competence (Parasuraman et al., 1988). Besides, competent employees bring success to the organization, which affects business performance. Businesses with competent employees can achieve business profitability and growth sustainability (Kondasani and Panda, 2015).

Recognition: Employees want recognition, achievement, personal growth, and advancement to feel satisfied with the job (Liu and Bellibas, 2018). Recognizing employees' effort and contribution is an effective and less expensive approach in attracting employees to commit to the organization (Huey and Zaman (2009). Showing employee appreciation and recognition delivers a high-quality service to the customers and employee recognition fosters positive performance. Also, employee recognition outperforms the salary factor (Joseph, 2016).

Responsibility: Employee responsibility has four aspects of jobs: (a) self-scheduling, (b) authority to communicate, (c) control of resources, and (d) accountability (Herzberg, 1974). In self-scheduling, the customer needs are more important than employee needs added by Herzberg (1974) Moreover, communicating with the customers and handling the resources with authority is important to accomplish the job. Therefore, managers must empower employees to execute the job with competence.

Company policies and practices: If human resource policies are fair and equitable employees will be satisfied, while if they are not fair and equitable, employees will become dissatisfied, hence reducing their job satisfaction and engagement to performing organizational work. Studies like Schein (1985) have also used the Herzberg theory to

elaborate on the concepts of human resource management and job satisfaction with an organization.

Compensation: Pay provided by an employer to its employees for services rendered (i.e., time, effort and skill). This includes both fixed and variable pay tied to performance levels.

Stylidis et al, (2015) stated that compensation as financial and non-financial extrinsic rewards provided by an employer for the time, skills and efforts made available by the employee in fulfilling job requirements aimed at achieving organizational objectives.

Co-workers: A co-worker is someone you work with. If an employee feels emotionally or socially detached at work and cannot seem to fit into the organization's culture or blend with other colleagues, feelings of dissatisfaction may start to surface. She may prefer to find a different job than try to approach the issue directly. Workplace relationships and interaction have an impact on employee satisfaction and retention.

Working condition: Allen's (1991) model produces the following empirical prediction: The prevalence of adverse working conditions (with the increased likelihood of work-related injuries and diseases) decreases employees' total utility from work, making absence more likely, other things being equal. This happens especially when the wage does not compensate for adverse working conditions. Taken together, we expect that absences decline as there is an increase in the wage level, and their number increases while work is being done in adverse working conditions

2.1.2. Models of Organizational Culture

- **Schein's Three Layer Organizational Model**

Schein (1985) differentiates between the elements of culture by treating basic assumptions as to the essence of the core of culture, and values and behaviors as observed manifestations of the cultural essence. He contends that these are levels of culture and that they should be carefully distinguished in order to avoid conceptual confusion:

Level 1: Artifacts. The most visible level of culture is its artifacts and creations, consisting of its constructed physical and social environment. At this level, the researcher

can examine the physical space, the technological output, written and spoken the language, artistic productions and overt behavior of the group. It is easy to observe artifacts, but it is difficult to figure out what they mean, how they interrelate and what deeper patterns if any, they reflect (Schein, 1996).

Level 2: Values. Values are conscious, affective desires or want, and they represent the things that are important to people (Davidson, 2003). In a sense, all cultural learning ultimately reflects someone's original values, usually those of the founder of the organization. The founder has convictions about the nature of reality and how to deal with it and will propose a solution based on those convictions. If the solution works and the group has a shared perception of that success, the value gradually starts a process of cognitive transformation into a belief and, ultimately, an assumption. As they become assumptions, they drop out of consciousness, just as habits become unconscious and automatic. Many values, however, remain conscious and are explicitly articulated, because they serve as the moral function of the guiding members of the group in how to deal with certain situations (Schein, 1996).

Level 3: Basic Underlying Assumptions. When a solution to a problem works repeatedly, it comes to be taken for granted. What was once a hypothesis, supported only by a hunch or a value, is gradually treated as a reality? Basic assumptions become so taken for granted that one finds little variation within a cultural unit (Schein, 1996). Basic assumptions guide behavior and tell people how to perceive, think and feel about work, performance goals, human relationships and the performance of colleagues (Davidson, 2003). Basic assumptions are not generally confronted or debated and can have the propensity to distort data in certain situations.

- Denison's Organizational culture model

Denison's model, which is a relatively newer and more detailed model, is used in order to understand the organizational culture of organization. Denison (2000) conducted an investigation on organizational culture and the effectiveness of an organization. He outlined the following cultural characteristics in his model:
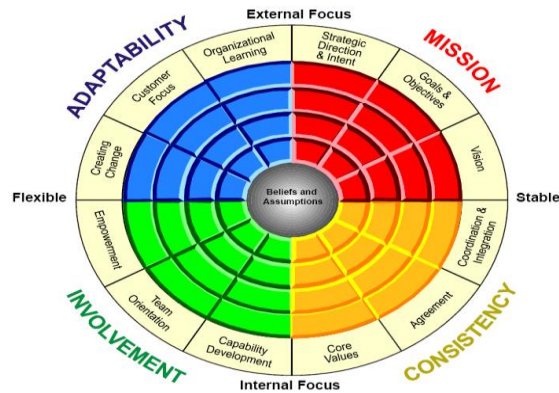
Figure 2.1: Denison's model of organizational culture

Source: (Denison, 1990)

I. Involvement

Effective organizations empower and engage their people, build their organization around teams, and develop human capability at all levels. Organizational members are committed to their work and feel a strong sense of ownership (Denison, 1990). People at all levels feel that they have at least some input into decisions that will affect their work and feel that their work is directly connected to the goals of the organization. This allows high involvement organizations to rely on informal, voluntary and implicit control systems, rather than formal, explicit, bureaucratic control systems (Denison, 1990). The model, this trait is measured with three indexes:

Empowerment: Individuals have the authority, initiative, and ability to manage their own work. This creates a sense of ownership and responsibility for the organization.

Team Orientation: Value is placed on working cooperatively toward common goals for which all employees fell mutually accountable. The organization relies on team effort to get work done.

Capability Development: The organization continually invests in the development of employee's skills in order to stay competitive and meet on-going business needs.

II. Consistency

The organizations are effective when they are consistent and well-integrated. Behavior is rooted in a set of core values, leaders and followers are skilled at reaching an agreement

and incorporating diverse points of view, and the organization's activities are well-coordinated and integrated. Consistent organizations develop a mindset and create organizational systems that build an internal system of governance based on consensual support. These implicit control systems can be a more effective means of achieving coordination and integration than external- control systems that rely on explicit rules and regulations. These organizations have highly committed employees, a distinct method of doing business, a tendency to promote from within, and a clear set of "do`s" and "don`ts". This type of consistency is a powerful source of stability and internal integration. In the model, this trait is measured with three indexes:

✓ **Core Values**: Members of the organization share a set of values that create a sense of identity and a clear set of expectations.

✓ **Agreemen**t: Members of the organization are able to reach agreement on critical issues. This includes both the underlying level of agreement and the ability to reconcile differences when they occur.

✓ **Coordination and Integration**: Different functions and units of the organization are able to work together well to achieve common goals. Organizational boundaries do not interfere with getting work done.

III. Adaptability

Despite some of the natural advantages of well-integrated organizations, they can also be the least adaptive and the most difficult to change. Internal integration and external adaptation can be at odds. Adaptable organizations translate the demands of the organizational environment into action (Denison, 1990).They take risks, learn from their mistakes, and have the capability and experience at creating change. They are continuously improving the organization's ability to provide value for its customers by creating a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal systems that increase the organization's chances for survival and growth. Organizations that are strong in adaptability usually experience sales growth and increased market share. In the model, this trait is measured with three indexes:

Creating Change: The organization is able to create adaptive ways to meet changing needs and it is able to read the business environment, react quickly to current trends, and anticipate future changes.

Customer Focus: The organization understands and reacts to these customers and anticipates their future needs. It reflects the degree to which the organization is driven by a concern to satisfy their customers.

Organizational Learning: The organization receives, translates, and interprets signals from the environment into opportunities for encouraging innovation, gaining knowledge, and developing capabilities.

IV. Mission

Successful organizations also have a clear sense of purpose and direction that defines organizational goals and strategic objectives and expresses a vision of what the organization will look like in the future (Denison, 1990). A mission provides purpose and meaning by defining a social role and external goals for the organization. It provides a clear direction and goals that serve to define an appropriate course of action for the organization and its members. A sense of mission allows an organization to shape current behavior by envisioning a desired future estate. Being able to internalize and identify with an organization's mission contributes to both short- and long-term commitment to the organization. In the model, this trait is measured by three indexes:

Strategic Direction and Intent: Clear strategic intentions convey the organization's purpose and make it clear how everyone can contribute and make their mark" on the industry.

Goals and Objectives: A clear set of goals and objectives can be linked to the mission, vision, and strategy, and provide everyone with a clear direction in their work.

Vision: The organization has a shared view of a desired future state. It embodies core values and captures the hearts and minds of the organization's people while providing guidance and direction.

- **Handy's Model for Organizational Model**

Handy's classification (1991) categorizes organizational cultures based on two dimensions. The first dimension involves the values and norms regarding the distribution

of power within an organization. Some organizational cultures favor an unequal or hierarchical distribution of power, while others adopt values and norms that foster an equal or egalitarian distribution of power. Another dimension distinguishing organizational cultures in Handy's classification relates to the predominant focus of the organization. Every organization involves both work (task) and social (people) components. Organizational cultures differ with respect to which component predominates Therefore, we can identify cultures with values and norms that are predominantly people-oriented and those that are predominantly task-oriented. Simultaneously applying both dimensions generates a matrix of four types of organizational culture.

	PEOPLE-ORIENTED	
HIERARCHICAL	Power culture	People culture
	Role culture	Task culture
	TASK-ORIENTED	EGALITARIAN
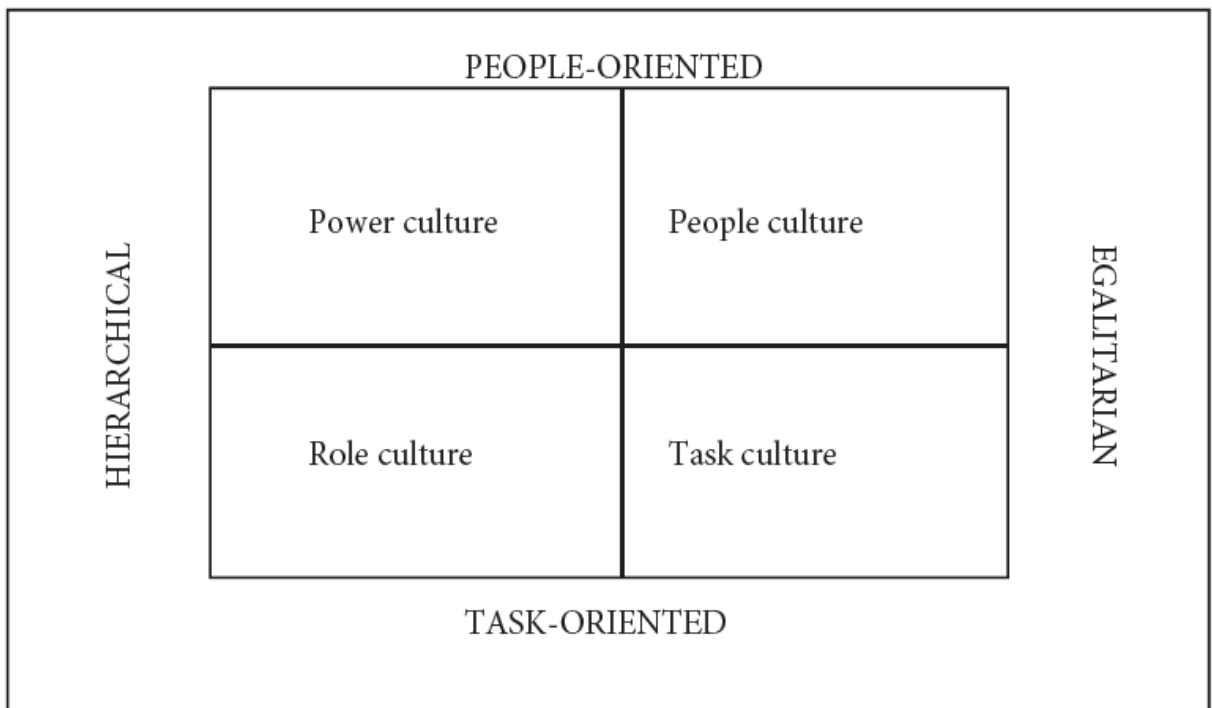
Source: Handy, C. (1991). Gods of management: the changing work of organizations

2.1.3. The Role of Culture in an Organization

Arnold (2005) suggests that the main function of organizational culture is to define how things will be done in order to give meaning to organizational life. Organizational culture is aimed at determining and molding the behavior of the employees within the organization. Meyer and Allen (1991) suggest that organizational culture determines organizational behavior, by "identify principle goals, work methods, how members should interact and address each other and how to conduct personal relationships. According to Brown (1995), many researchers emphasize that culture is an asset and that a large number of functions in the organization can be attributed to organizational culture. Brown (1995) indicates that the following are the more widely commented upon functions of culture:

Conflict reduction*: Culture has been described as the cement or glue that binds an organization together, and plays a large role in fostering social cohesion. A common culture promotes consistency of perception, problem definition, evaluation of issues and opinions, and preferences for action. Given that there are strong tendencies for organizations to be highly conflictual and antagonistic, culture is a useful source for integration and consensus (Brown 1995).

Coordination and control: Culture in the form of stories and myths provide the agreed norms of behavior or rules that enable individuals to reach agreement on how to organize in general, and the process by which decisions should be reached in particular. Where a complex decision has to be taken, organizational culture may even help narrow the range of options to be considered. Culture is also a powerful means of control in organizations in the form of values, beliefs, attitudes and, especially, basic assumptions. Cultural preconceptions effectively delimit the extent to which employees are free to express their individuality in a way that is far more subtle and beguiling than an organization's formal control systems, rules, and procedures (Brown 1995).

Reduction of uncertainty: The transmission of learning or cultural knowledge to new recruits is an important function of culture. It is through the adoption of a coherent culture that members learn to perceive reality in a particular way, to make certain assumptions about what things are important, how things work and how to behave. The

adoption of a cultural mind-frame is an anxiety-reducing device that simplifies the world and makes choices and rational action seem possible. All organizations are confronted with overwhelming uncertainty, conflicts of interest and complexity. However, through a culture's myths, metaphors, stories and symbols, an organization is able to construct its own world. This is usually a world in which complexity is reduced, uncertainties are neutralized and the organization's ability to exert control over its own activities is maximized (Brown 1995)

Motivation: Organizational culture can be an important source of motivation for employees and thus has a significant influence on the efficiency and effectiveness of the organization. Organizations often attempt to use extrinsic factors to motivate employees, but motivational attempts are far more effective if employees are also motivated by intrinsic factors. Organizational culture is of great importance here, as an appropriate and cohesive culture can offer employees a focus of identification and loyalty, foster beliefs and values which encourage employees to think of them as high performers doing worthwhile jobs and promulgate stories, rites, and ceremonies which create feelings of belonging (Brown 1995).

Competitive advantage: A strong organizational culture can be a source of competitive advantage because a strong culture promotes consistency, coordination, and control, reduces anxiety, enhances motivation, facilitates organizational effectiveness and therefore improves the chances of being successful in the marketplace (Brown 1995).

Schein (1985) highlights that the two basic functions of organizational culture are to ensure survival and adaptation to the external environment and to ensure internal integration. The issues or problems of external adaptation basically specify the coping style that any system should be able to maintain in relation to its changing environment with respect to:

✓ Mission and strategy, every organization should develop a shared concept of its core mission or reason of existence, strategy, its primary tasks and latent functions.

✓ Goals developing consensus, on goals as derived from the core mission.

✓ Means developing consensus on the means to be used to attain the goals, such as organization structure, division of labor, reward system and authority system.

✓ Measurement developing consensus on the criteria to be used in measuring how well the group is doing in fulfilling its goals, such as information and control systems.

✓ Correction Developing consensus the appropriate remedial or repair strategies to Use if goals are not met.

Schein (1985) further highlights that the process of becoming a group is simultaneously the growth and maintenance of relationships among a set of individuals who are doing something together, and the actual accomplishment of whatever they are doing. What keeps a group together, and its reason for existence or external adaptation function is quite different from the processes of creating that togetherness processes that make individuals capable of accomplishing things that individuals cannot accomplish alone. The internal issues that should be dealt with by any group if it is to function as a social system are as follows:

✓ **Common language and conceptual categories**: If members cannot communicate with and understand each other, a group is impossible by definition.

✓ **Group boundaries and criteria for inclusion and exclusion**: One of the most important areas of culture is the shared consensus on who is in and who is out, and the criteria used to determine membership.

✓ **Power and status**: Every organization should work out its pecking order and its criteria for how one gets, maintains and loses power. The consensus in this area is crucial to help members manage feelings of aggression.

✓ **Intimacy,** friendship and love: Every organization should work out its rules of the game for peer relationships, for relationships between the sexes, and for the manner in which intimacy and openness are to be handled in the context of managing the organization's tasks.

✓ **Rewards and punishments**: Every group should know what its heroic and sinful behaviors are, what gets rewarded with property, status and power, and what gets punished in the form of withdrawal of the rewards and, ultimately, ex-communication.

✓ **Ideology and religion**: Every organization, like society, faces unexplainable events, which should be given meaning so that members can respond to them and avoid the anxiety of dealing with the inexplicable and uncontrollable.

Culture does more than solve internal and external problems. It also serves the basic function of reducing the anxiety that humans experience when they are faced with cognitive uncertainty or overload (Schein, 1985).For each of the internal and external problems identified above, humans would experience high levels of anxiety if they could not sort out, from the mass stimuli, those that are important and those that are not (Schein, 1985). Cultural assumptions can be thought of as a set of filters or lenses that help individuals to focus on and perceive the relevant portions of their environment (Schein, 1985). Once cultural solutions are in place, individuals can relax to some extent. One that culture change is resisted is that giving up the assumptions that create stability is inherently anxiety-producing, even though the different assumptions may be more functional (Schein, 1985).

2.2. Empirical Literature Review

2.2.1. Factors Affecting Job Satisfaction

Job satisfaction is global concept which is determined by several factors. Factors affecting job satisfaction of employees are elaborated below.

- **Extrinsic Factors**

Extrinsic job conditions are external variables which are generally regarded as primary sources of job dissatisfaction. These factors include:

Salary: According to Maslow's hierarchy of needs theory (1943) salary is the basic need for employees. Herzberg (1993) believes that salary belongs to hygiene factors and can prevent job dissatisfaction. It will lead to severe dissatisfaction and ultimately demotivate if employees are dissatisfied with salary. Salary is seen by many managers as a major motivators or at least an important factors influencing employees' job satisfaction.

Supervision: Supervision is the affiliation between leaders and subordinates. A synergistic supervision is an appropriate instrument to enhance job satisfaction. It will establish open communication, trust relationships, supervisory feedback and evaluation. Supervisors should apply the appropriate strategies with their employee's status and act accordingly (Hackman& Oldham 1976; Herzberg 1993).

Working conditions: Working conditions are relevant to the environment impact, such as the space for operating and resting, criticality of the job, the degree of required technology and skill; equipment situation and so on. Working conditions are hygiene factors to prevent dissatisfaction (Herzberg 1993). Locke (1975) finds that working conditions, which are compatible with the individual's physical needs and work goals, are positively associated with job satisfaction. Interpersonal relationship: - The theories of need such as Maslow (1943) and Herzberg (1993) show that man are also a social animal. One of the most important needs is belongingness such as love, both giving and receiving. Interpersonal relationship play an important role in job satisfaction for two reasons: first, good relationship improves people's interest in staying at work which can maintain high job satisfaction (Herzberg 1993); second, good relationship may lead to positive intervention, which is proved to be the social information people rely on to form their attitudes towards jobs.

- **Intrinsic Job Characteristics**

Intrinsic job characteristics are regarded as the core variables as well as motivators of job satisfaction. Here we listed the main factors as follow

Achievement: Achievement is one of main things people want from their jobs. That means people can get satisfied when they get success (Herzberg, 1993).

Feedback: It is necessary to provide feedback for employees which allow them to know how well they are doing their jobs (Herzberg, 1993). Feedback could be from supervisors, co workers and sometimes customers who get services from the organization. The effective feedback is specific but its function is general especially to job satisfaction. Feedback is closely related with respect and recognition. Individuals at all levels of the organization want to be recognized for their achievements on the job. A study conducted on job satisfaction, stress and burnout in Australian specialist anesthetists shows that poor recognition is the major dissatisfying aspects of the job satisfaction.

Responsibility and Autonomy: The job characteristic model (JCM) predicts that employees in autonomous or self managing works have higher levels of job satisfaction than in traditionally designed jobs. High autonomy means that employees are trusted by

the managers, and employees will trust the managers as well, which makes employees be more satisfied with their jobs (Hackman & Oldham, 1976).

Personal Development: According to Herzberg (1993), people report job satisfaction when they get promoted. In order to maintain and improve job satisfaction, it is very important to have an open position to employees. Even if there is no space for promotion, support employees by allowing them to pursue further education, which will make them more valuable and more fulfilled professionally. If the job gives employees an opportunity to become multi-skilled, employees' job satisfaction would increase. That is to say the more diversity of the job will reduce the likelihood of job dissatisfaction.

Work value: Employees tend to prefer to jobs that are meaningful, interesting and challenging. The higher work value is; the higher job satisfaction will be (Hackman & Oldham, 1976).

Cooperation with other departments: This concept is associated with task interdependence, the degree to which the job has impact on the work of others. Study show when other departments rely on work performed by the employee, job satisfaction will be expected; while the employee relies on work flows from other departments, it is negatively related to job satisfaction.

Individual Characteristics: Research suggests that certain personal or demographic variables have an influence on job satisfaction in one way or another. The results of studies on work-related attitudes and/or behaviors and job satisfaction indicated that personal variables influence job satisfaction. Truly, to a significant extent, job satisfaction is rooted in individuals' personalities. Here the researcher interested in the basic demographic characteristics 'which have a likely target been for sources of variation in job satisfaction'.

Job Level: There are no adequate studies investigating whether job satisfaction increases with job level. Although, there were few studies concerning the relationship between job level and job satisfaction, there is no agreement on the relationship between the two variables. More recent research studies findings supported that there is a positive relationship between job level and job satisfaction. Kline and Boyd (1994) postulate that employees at the higher levels of the organization report higher levels of job satisfaction. However, research conducted by Herman and Hulin (1973) found that there were only

certain 37dimensions of the job where higher level employees reported higher levels of job satisfaction. Frances (1986), however, found that higher-level employees reported less satisfaction than lower level employees.

Tenure: It is postulated that length of service in a job may be an indication of employees' levels of job satisfaction (Oshagbemi, 2000). The rationale is simply that those employees who are less satisfied with their jobs are likely to resign, whereas employees who are satisfied with their jobs will remain in these positions. This is consistent with studies indicating a negative relationship between job satisfaction and turnover and job satisfaction and absenteeism, thereby indicating a higher average level of satisfaction by employees with longer tenure in a particular organization. Oshagbemi (2000) conducted a study of university teachers in the UK, focusing on length of service in their present university as well as length of service in higher education as a whole. He found a positive correlation between overall job satisfaction and tenure among teachers who remained with their present university. When considering overall job satisfaction and tenure for teachers in higher education as a whole, job satisfaction scores are similar for the first two decades, with progressive increases over the next two decades. The conclusion that can be drawn from this study is that job satisfaction and tenure have a positive relationship.

2.2.2. The Relationship between Organizational Culture and Job Satisfaction

Organizational culture has a significant impact on several key organizational variables such as employee satisfaction, employee performance, turnover and so forth (Cameron & Freeman, 1991). Furthermore, in the body of literature there are evidences that assure the impact of organizational culture on individual attitudes and behaviors. One of these main individual attitudes and behaviors is job satisfaction which was shown to be directly impacted by organizational culture (MacIntosh & Doherty, 2010). Employee job satisfaction is one of the most widely studied concepts in the organizational behavior field, as it has been identified as a key job attitude related to the quality of the working context in any organization. It has been linked to important organizational variables, such as productivity, absenteeism, and turnover. Previous research has shown that organizational culture does have an impact on several key organizational variables (Cameron and Freeman, 1991). Peters and Waterman (2004) extolled the virtues of

organizational culture in enhancing organizational performance. Many other studies reported a profound impact of organizational culture on organizational performance and effectiveness. Goodman et al. (2001) conducted a study that investigated on the impact of organizational culture on the quality of work life. They found out that hierarchy cultures are negatively associated with job satisfaction and organizational commitment while clan cultures are positively associated with job satisfaction and organizational commitment. Lund (2003) adopted the Competing Value Framework to explore the relationship between the four culture types and job satisfaction. The findings indicated that there is a positive relationship between clan (emphasizing flexibility and internal orientation) and adhocracy (focusing on innovation and adaptability) cultures. On the other hand, job satisfaction had a negative relationship with hierarchy (emphasizing control and efficiency) and market (focusing on goal achievement and outperforming competitors) cultures. Using a different yet closely similar model to the Competing Value Framework, San and Kim (2009) conducted a study of the impact of organizational culture types on job satisfaction and turnover intention among hospital nurses in Korea. The results showed that job satisfaction was positively correlated with clan and market cultures, while the influence of adhocracy and hierarchy cultures was not statistically significant.

2.3 Conceptual Frame Work for the Study

Organizational culture covers values, beliefs and behaviors that contribute to the unique social and psychological environment of a business which guide the behavior of employee. It is a combination of values and beliefs, norms of behavior that are acceptable, policies, and expectations coming down from the top, formal and informal systems, through procedures, and networks. Organizational culture is a created through combination of various factors such as

- Involvement
- Consistency
- Adaptability
- Collaboration
- Trust
- Autonomy

There are also detailed factors that help to measure the impact of organizational culture on employees' satisfaction such as (i) openness and risk taking (employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things (ii) confrontation (employees face the problems and work jointly with others concerned to find its solution. They face the issues openly without hiding them or avoiding them for fear of hurting each other (iii) Trust (the employees department and groups trust each other and can be relied upon to 'do' whatever they say they will do) (iv) authenticity (authenticity is the value underlying trust. It is the willingness of a person to acknowledge the feelings he/she has, and to accept him/her as well as others who relate to him/her as persons (v) pro-action (employees are action – oriented, willing to take initiative and to show a high degree of pro-activity. They anticipate the issues and act or respond to the needs of the future (vi) autonomy (Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job (vii) collaboration (collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies,

work out plans of action, and implement them together(viii) experimentation (experimentation as a value emphasizes the importance given to innovation and trying out new ways of dealing with the problems in the organization.

Furthermore, Job satisfaction plays a crucial role in terms of employee performance, and to some extent his wellbeing and to the organizations in terms of its productivity, efficiency, employee relations, absenteeism and turnover.. Employee commitment also plays a role in organizational performance and effectiveness. Studies have shown a strong correlation between organizational culture, organizational commitment, and job satisfaction. Subsequently, this study has developed conceptual framework to measure whether the employee's job satisfaction plays a mediating role in the relationship between organizational culture and employee commitment.

Independent variables

- Involvement
- Consistency
- Adaptability
- Capacity development
- Collaboration
- Trust
- Authenticity

Dependent variable
**Employees Job Satisfaction**
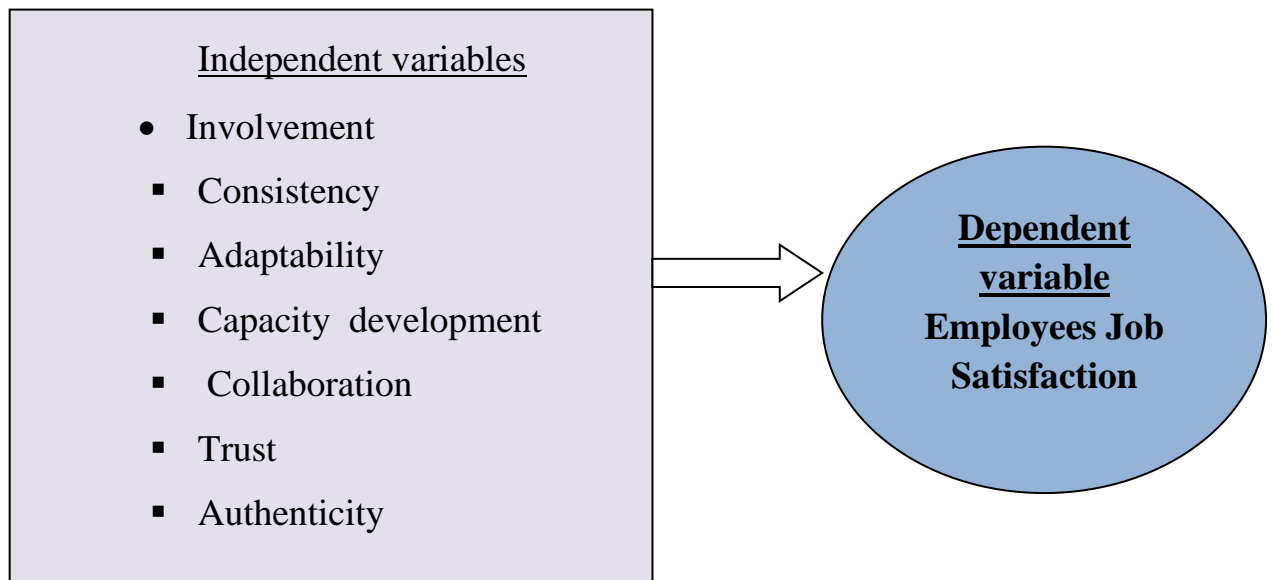
Figure 2.2   Cconceptual frame work of the study

Sources   (Denison, 1990 and Martins and Martins,2003)

CHAPTER THREE

3. RESAERCH METHODOLOGY

3.1. Introduction

This chapter deals with the methodology considered to meet the objectives of the study that comprises the approach of research followed that fits the intended purpose. In addition, covers the target population and sample size, sampling techniques, methods of data collection and analysis techniques applied in the study.

3.2. Research Design and Approach

This study was employed a combination of descriptive and explanatory research design in the way to align with the objectives of the study. A descriptive study was employed with the aim to describe the current employees' satisfaction from the eye of organizational culture. The explanatory design was used to examine the relationship between organizational culture and job satisfaction. Both quantitative and qualitative approaches were considered in this study. A quantitative approach is subject to rigorous quantitative analysis in a formal and rigid fashion. On the other hand, a qualitative approach to research is concerned with the subjective assessment of attitudes, opinions, and behavior of participants for the subject matter under investigation. Accordingly, this study was utilized the mixed methods sequential embedded design, which consists of two phases: The primary phase was the quantitative phase (the primary role) and the second phase was the qualitative phase (the supportive, secondary role). In the primary phase, the quantitative (numeric) data was collected and analyzed. Next, the qualitative (text) data was collected and analyzed, second in the sequence, which provided support for the primary phase. This study was utilized the sequential timing in which quantitative data was collected and analyzed first, and then qualitative data was collected and analyzed (Creswell & Clark, 2007). Creswell and Clark (2007) suggested that "the embedded design is a mixed-methods design in which one data set provides a supportive, secondary role in a study based primarily on the other data type". The purpose of utilizing mixed

sequential embedded design is for triangulation and complementarily to strengthen the explanatory power and overcome the weaknesses of a single approach.

3.3. Target Population, Sample Size and Sampling Technique

- **Target Population**

The target population in this study comprises the current employees of the GUNA TRADING. The current employees are sources of information to measure the impact of organizational culture on employees' job satisfaction. As per the recent official document of the company, there are 500 employees of Guna Trading house plc.

- **Sample Size and Sampling Technique**

In the academic literature there are several methods and formulas to determine sample size of given population (For example, Evan Morris, Consuleo and Sevilla, 2007, Cochran, 1977, Mark, 2005 and Singh and Chaudhury, 1985). In this research the Evan Morris formula was used because Evan Morris formula is convenient formula to determine sample size from smaller population. The current population size is 500 (which is small population size). Hence, in order to ensure an acceptable standard, the sample size is determined by the following formula.

$$n = \frac{N z\, pq}{\left(E^{2}(N-1) + z^{2}\, pq\right)}$$

Where;
- n is the required sample size
- N is the population size
- p and q are the population proportions.
- z is the value that specifies the level of confidence that is 99%, in which case z is set to 2.58
- E sets the accuracy of sample proportions. For this case then E is set to 0.03.

Thus, the sample size of the study was 153 samples. The selection of sample units' was made using proportionally stratified accompanied with the simple random sampling technique with an assumption that employees of all 09 departments' employees was represented

Table 3.1 shows a summary of the total population for each stratum along with sample size.

Department	Existing employees	Sample proportion	Sample size
Export	20	20*153/500	6
Procurement	60	60*153/500	18
Marketing	180	180*153/500	55
Finance	100	100*153/500	31
Human resource	20	20*153/500	6
Audit	5	5*153/500	2
Information technology	10	10*153/500	2
Facility	100	100*153/500	31
Planning and business development	5	5*153/500	2
Total	500		153

3.4. Methods of Data Collection

3.4.1 Primary Data Collection Procedures

This source provides data which was original and might have not been used before. The questionnaire and interviews were used as the principal source of data gathering.

- **Questionnaire**

Questionnaire constitutes a very important instrument of data collection. With this study, the questionnaire was contained close ended questions as well as questions which open ended in nature. The questions that are close ended were given a number of alternatives to respondents from which they selected options they considered appropriate. Whereas, the open-ended questions was allowed the respondents to give more relaxed views, perceptions and reflections. The questionnaires for the purpose of this study were distributed to branch and head office level.

- **Interview**

In undertaking this research, face-to-face wth key informants were conducted to gather information from the member of the departments. Furthermore, key informants discussion was held with representatives of employees, middle and top-level managers of the company to get detailed information in regard to the current situation of employees' job satisfaction, and organizational culture.

3.4.2. Secondary Data Collection Procedures

Secondary data was collected from annual report of the company, working policy and procedure of the company, company directives, management directives of the company issued at various times like Mgt and other relevant data's to aid the researcher. Above, all the secondary data used for the research were textbooks, journals, articles and other online sources.

3.5. Methods of Data Analysis and Presentation

For descriptive analysis it was used the 5-Likert scale. Frequency, measures of central tendency and dispersion was also employed. Furthermore, this research was utilized correlation analysis whether involvement and consistence decision making have statistically significant impact on employees' satisfaction. The data was also presented in the form of text, chart, table and graphs.

CHAPTER FOUR
4. Data Analysis and Interpretation
4.1. Introduction

This section presents the respondents background, response rate, reliability test and objective based analysis and interpretation followed by result and discussions.

4.2. Socio Demographic Background of Respondents

Table 4.1. Socio demographic background of respondents

Sex	Frequency	Percent
Male	110	71.9
Female	43	28.1
Total	153	100.0

Source: Own survey result (2021)

Table 4.2. Educational background of respondents

Level	Frequency	Percent
Primary (1-8)	4	2.6
Secondary education (9-12)	7	4.6
Diploma or TVET Education	44	28.8
First Degree Education	71	46.4
Second Degree	27	17.7
Total	153	100.0

Source: Own survey result (2021)

Table 4.3. Income background of respondents

Income level	Frequency	Percent
Lesss than 2000 birr	9	5.9
Birr 2000- Birr 6000	32	20.9
Birr 6001-Birr 10000	28	18.3
Birr 10001 -Birr 15000	40	26.1
Above birr 15000	44	28.8
Total	153	100.0

Source: Own survey result (2021)

4.3.   Response Rate

In survey research, response rate which is also known as completion rate or return rate is the number of people who answered the survey divided by the number of people in the sample. It is usually expressed in the form of a percentage. Accordingly, this research as also evaluated its response rate in that the total distributed questionnaires were about 153. Lastly, it was only recollected about 149 that means only 4 questioners were not returned back. Hence, the   response rate of the study is 97%.

4.4. Descriptive Data Analysis and Interpretation

4.4.1. Analyzing the Impact of Involvement on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis)

The involvement was measured from the following descriptions

Table 4.4   Indicators and their description

Indictors	Description for the involvement
Involvement	The level of employees involvement to demonstrated their capacity to handle the assigned responsibilities
	Extent of the organization to involve employees' idea, concern and wishes and its impact on employee's job satisfaction
	(iii), Availability of continuous consultation and participatory approach

(i). Perception on the level of employees involvement to demonstrated their capacity to handle the assigned responsibilities

This research has also tried to investigate how employees involve in their jobs, know their tasks, roles, and functions within the organization, and its implication on job satisfaction (Table 4.5)

Table 4.5. The level of employees' involvement to demonstrated their capacity to handle the assigned responsibilities

Scale	Frequency	Percent
Strongly disagree	5	3.3
Disagree	65	42.5
Slightly agree	43	28.1
Agree	14	9.2
Strongly Agree	26	17.0
Total	153	100.0

Source: Own survey result (2021)

As it can be seen in Table 4.5   45.7 % of the respondents are disagreed that the leadership of the company is not in a way to empower its employees to create conducive environment for employees to understand their jobs, know their tasks, roles, and functions within the organization. Meanwhile 26.2% of the respondents are agreed that the culture of the company has habit of empowering its employees to do their own work to demonstrated the capacity to handle the responsibility

(ii) . Extent of the organization to involve employees' idea, concern and   wishes and its impact on employee's   job satisfaction

This research has also tried to measure involvement from the eye of the organization to involve employees' idea, concern and wishes and its impact on employee's job satisfaction (Table 4.6)

Table 4.6. Extent of the organization to involve employees' idea, concern and wishes and its impact on employee's job satisfaction

Scale	Frequency	Percent
Strongly disagree	3	2.0
Disagree	64	41.8
Slightly agree	50	35.1
Agree	11	7.2
Strongly Agree	25	16.3
Total	153	100

Source: Own survey result (2021)

As it can be seen in Table 4.6, 43.8 % of the respondents believe that the organization rarely considers their idea, concern and wishes. Meanwhile, 35.1% of the respondents are slightly agreed that the organization considers their idea, concern and wishes in decision making

(iii), Availability of continuous consultation and participatory approach

Table 4.7. Availability of continuous consultation and participatory approach

Scale	Frequency	Percent
Strongly disagree	2	1.3
Disagree	57	37.3
Slightly agree	54	35.3
Agree	18	11.8
Strongly Agree	22	14.4
Total	153	100.0

Source: Own survey result (2021)

As it can be seen in Table 4.7, 48.6 % of the respondents believed that availability of continuous consultation and grievance hearing is limited. While the rest believe there continuous consultation and participatory approach

4.4.2. Analyzing the Impact of Consistency Decision Making on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis).

Consistent organizations develop a mindset and create organizational systems that build an internal system of governance based on consensual support. When there is inconsistent decision-making in given organization, it will lead to create unsatisfied employees due to perception of unfairness.

Table 4. 8. Description for consistency decision making

Indictors	Perception description
consistency	Existence of a clear and consistent set of values that governs employees
	Existence of an ethical code that guides values consistently in the organization
	Existence of communicative and smooth decision making process

(i). **Existence of a clear and consistent set of values that governs employees**

Implanting clear and consistence decisions can be considered as important value for given organizational culture. In the absence of such values employees can be subjected to dissatisfaction in their day to day activities. Accordingly, this research also tried to see the satisfaction level of employees from such perspective (Table 4.9).

Table 4.9. Existence of a clear and consistent set of values that governs employees

Scale	Frequency	Percent
Strongly disagree	9	5.9
Disagree	56	36.6
Slightly agree	52	34.0
Agree	11	7.2
Strongly Agree	25	16.3
Total	153	100.0

Source: Own survey result (2021)

From Table 4.9, it can be seen that 42.5 % of the respondents agreed there is no clear and consistent set of values that governs employees. Meanwhile about 57.5% believe that there is clear and consistent set of values that governs employees.

(ii). Existence of an ethical code that guides values consistently in the organization

A code of ethics is important because it clearly lays out the rules for behavior and provides the groundwork for consistence decision making and reduces unfair decisions in given organization. Hence, this research also tried to investigate the perception of employees from such perspective (Table 4.10)

Table 4.10 .Existence of an ethical code that guides values consistently in the organization

Scale	Frequency	Percent
Strongly disagree	8	5.2
Disagree	59	38.6
Slightly agree	40	26.1
Agree	24	15.7
Strongly Agree	22	14.4
Total	153	100.0

Source: Own survey result (2021)

From Table 4.10, it can be seen that 43.8 % of the respondents agreed there is an ethical code that guides values consistently in the organization. Meanwhile about 52.7% believe that there is ethical code that guides values consistently in the organization.

(iii) Existence of communicative and smooth decision making process

Effective and accurate communication act as an important factor for organizational reform and creating committed employees in given organization. It is also recommended that managers and their teams must develop consistence in decision making process. From this perspective, this research has also tied to examine the nature of the company whether there are communicative leaders that maintain their discourse on decision making (Table 4.11)

Table 4.11. Existence of communicative and smooth decision making process

Scale	Frequency	Percent
Strongly disagree	8	5.2
Disagree	52	34.0
Slightly agree	53	34.6
Agree	17	11.1
Strongly Agree	23	15.0
Total	153	100.0

Source: Own survey result (2021)

From Table 4.11 it can be seen that 39.2 % of the respondents agreed that there is no communicative leaders that maintain their discourse on decision making, meanwhile about 41.8 % believe that there are communicative leaders that maintain their discourse on decision making

4.4.3. Analyzing the Impact of Capacity Development on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis).

Capacity development is associated with the strengthening of internal organizational structures, systems and processes, management, leadership, governance and overall staff capacity to enhance organizational, team and individual performance. It is also acknowledged fact that building capacity in an organization is considered as one of motivation and reward to employees. In the absence of continuous and various method of capacity development job satisfaction will also negatively affected.

Table 4. 12. Description for Capacity Development

Indictors	Perception description
Capacity development	Availability of continuous investment for short and long term training
	Self learning is in day-to-day work organizational tasks
	View failure as an opportunity for learning and capacity development

(i). Availability of continuous investment for short and long term training

Training has never been more critical for organizations determined to achieve and maintain a competitive advantage (Salas & Cannon-Bowers, 2001). Numerous employees may impact their decisions and one of them is certainly the lack of training opportunities.

Table 4.12. Extent of investment for short and long term training for employees

Scale	Frequency	Percent
Strongly disagree	14	9.2
Disagree	41	26.8
Slightly agree	44	28.8
Agree	38	24.8
Strongly Agree	16	10.5
Total	153	100.0

Source: Own survey result (2021)

From Table 4.12 it can be seen that 27% of the respondents agreed there is no strong means to get short and long term training for employees. Meanwhile about 63% believe that the company has investment for short and long term training for employees

(ii), Perception on self learning is in our day-to-day work

Self development is important in an organization which influences internal capacity.

Table 4.13,   Perception on self learning is in our day-to-day work

Scale	Frequency	Percent
Strongly disagree	1	.7
Disagree	61	39.9
Slightly agree	43	28.1
Agree	15	9.8
Strongly Agree	33	21.6
Total	153	100.0

Source: Own survey result (2021)

From Table 4.13 it can be seen that 40.3 % of the respondents agreed there is no strong means to get self development. Meanwhile about 63% believe that the company has culture of self learning is in our day-to-day work.

(iii). Perception on view of failure as an opportunity for capacity development

Table 4.14,   Perception view failure as an opportunity for capacity development

Scale	Frequency	Percent
Strongly disagree	3	2.0
Disagree	67	43.8
Slightly agree	36	23.5
Agree	12	7.9
Strongly Agree	35	22.9
Total	153	100.0

Source: Own survey result (2021)

From Table 4.14 it can be seen that 45.8 % of the respondents agreed there is no view of failure as an opportunity for capacity development. Meanwhile about54.2, % believes that there is view of failure as an opportunity for capacity development.

4.4.4. Analyzing the Impact of Adaptability on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis).

Despite some of the natural advantages of well-integrated organizations, they can also be the least adaptive and the most difficult to change. Internal integration and external adaptation can be at odds. Adaptable organizations translate the demands of the organizational environment into action (Denison, 1990).They take risks, learn from their mistakes, and have the capability and experience at creating change. They are continuously improving the organization's ability to provide value for its customers by creating a system of norms and beliefs that support the organization's capacity to receive, interpret, and translate signals from its environment into internal systems that increase the organization's chances for survival and growth.

Table 4. 15. Description for adaptability

Indictors	Perception description
Adaptability	level of encouragement for Innovation and risk taking
	New and improved ways to do work are continually adopted
	The way things are done is very flexible and easy to change

(i). Level of encouragement for innovation and risk taking

Table 4. 16. Perception on level of encouragement for innovation and risk taking

Scale	Frequency	Percent
Strongly disagree	18	11.8
Disagree	38	24.8
Slightly agree	46	30.1
Agree	35	22.9
Strongly Agree	16	10.5
	153	100.0

From Table 4.16 it can be seen that 36.6 % of the respondents agreed there is no encouragement   for innovation and risk taking. Meanwhile 65.4% agreed that there is encouragement for innovation and risk taking

(ii). Level of new and improved ways to do work and continually to adopt

Table 4. 17. Level of new and improved ways to do work and continually to adopt

Scale	Frequency	Percent
Strongly disagree	4	2.6
Disagree	59	39.3
Slightly agree	50	32.7
Agree	17	11.1
Strongly Agree	23	15.0
Total	153	100.0

From Table 4.17 it can be seen that 41.9 % of the respondents agreed there is no new and improved ways to do work and continually to adopt. Meanwhile 58.1% agreed that there is new and improved ways to do work and continually to adopt

4.4.5. Analyzing the Impact of Collaboration on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis).

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together. In this regard this research tried the level of cooperation among the employees

Table 4. 18 . Description for   collaboration

Indictors	Perception description
Collaboration	The Level of positive relationships among employees with their coworkers and particularly with their managers
	Level of Teamwork to get work done rather than hierarchy
	Collaboration among employees

(i)**. Level of positive relationships among employees with their coworkers and particularly with their managers**

Table 4.19. Perception on team work and positive relationship of employees

Scale	Frequency	Percent
Disagree	48	31.4
Slightly agree	46	30.1
Agree	24	15.7
Strongly Agree	35	22.9
Total	153	100.0

Source: Own survey result (2021)

As it can be seen in Table 4.19, 31.4 % of the respondents   believe that there a team-oriented culture is not collaborative and lack emphasize on cooperation among employees. The rest of the respondent believes to the reverse.

(ii). Collaboration among employees

Collaboration involves working together and using one another's strength for a common cause. Individuals, instead of solving their problems by themselves, share their concerns with one another and prepare strategies, work out plans of action, and implement them together. In this regard this research tried the level of cooperation among the employees (Table 4.20)

Table 4.20 . Perception on collaboration among employees

Scale	Frequency	Percent
Strongly disagree	5	3.3
Disagree	34	22.2
Slightly agree	13	8.5
Agree	73	47.7
Strongly Agree	28	18.3
Total	153	100.0

Source: Own survey result (2021)

As it can be seen in Table 4.20, 25.5 % of the respondents believe that there is no collaboration among employees. However, majority of the employees (74.5%) of the respondents believe that employees working together and using one another's strength for a common cause

(iii) Perception on teamwork to get work done rather than hierarchy

Teamwork has been more important in organizations because it has huge linkage collaboration within a team structure. It helps to harness the power of a team skills, knowledge and commitment to better performance and it has implication in job satisfaction.

Table 4.21.   Perception on teamwork to get work done rather than hierarchy

Scale	Frequency	Percent
Strongly disagree	7	4.6
Disagree	55	35.9
Slightly agree	44	28.8
Agree	15	9.8
Strongly Agree	32	20.9
Total	153	100.0

Source: Own survey result (2021)

From Table 4.21, it can be seen that 36% of the respondents agreed that   the organizational culture is associated with hierarchy than teamwork to get work done.

4.4.6. Analyzing the Impact of Trust on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis

This measures how members of the organization share a set of values that create trust, sense of identity and a clear set of expectations. In this regard, respondents were requested to reveal their perception towards the trust

Table 4. 22. Description for Trust

Indictors	Description
Trust	Consensus decision-making and trust building
	Perceptions on "win-win" solutions during disagreement among employees
	Open discussion between employees and leaders

(i). Consensus decision-making

Consensus   decision-making is   common   in   organization   management   practice. Meanwhile, the culture of Consensus decision-making can have both positive and

negative outcomes that may affect the satisfaction of employees in an organization. In this regard, the following section discusses the perception of respondents.

Table 4.23. Perception on consensus decision-making

Scale	Frequency	Percent
Strongly disagree	4	2.6
Disagree	65	42.5
Slightly agree	49	32.0
Agree	15	9.8
Strongly Agree	20	13.1
Total	153	100.0

Source: Own survey result (2021)

From Table 4.23, it can be seen that 45.1 % of the respondents agreed that employees believe that there is no practice of consensus decision-making in the organization. Meanwhile about 44.9 % believe that there is consensus decision-making

(ii). Perceptions on "win-win" solutions during disagreement among employees
Win-Win (Collaborating) which is also known as confronting the problem or problem solving sees conflict resolution as an opportunity to come to a mutually beneficial result. In this regard, the following section discusses the perception of respondents.

Table 4.24. Perception on win-win" solutions during disagreement among employees

Scale	Frequency	Percent
Strongly disagree	5	3.3
Disagree	53	34.6
Slightly agree	53	34.6
Agree	23	15.0
Strongly Agree	19	12.4
Total	153	100.0

Source: Own survey result (2021)

From Table 4.24, it can be seen that, 37.9 % of the respondents agreed that employees believe that win-win" solutions during disagreement among employees are not workable. Meanwhile, about 52% % believe that there is win-win" solutions during disagreement among employees

(iii). Open discussion between employees and leaders

When employees feel free to express their ideas and the organization is willing to take risks and to experiment with new ideas and new ways of doing things, satisfaction level of employees will increase. In this regard, the following section discusses the perception of respondents in the culture of open discussion between employees and leaders

Table 4.25. Perception on open discussion between employees and leaders

Scale	Frequency	Percent
Strongly disagree	1	.7
Disagree	64	41.8
Slightly agree	37	24.2
Agree	2	1.3
Strongly Agree	49	32.0
Total	153	100.0

Source: Own survey result (2021)

From Table 25, it can be seen that, 42 % of the respondents agreed that employees believe that open discussion between employees and leaders did not show consistency. Meanwhile, about 58% % believe that open discussion between employees and leaders did show consistency.

4.4.7 Analyzing the Impact of Autonomy on Employees Job Satisfaction from Organizational Culture Perspective (Quantitative Analysis

Autonomy is the willingness to use power without fear, and helping others to do the same. Employees have some freedom to act independently within the boundaries imposed by their role/job

Table 4. 26. Description for Authority

Indictors	Description for the perception
Authority	Everyone believes that he or she can have a positive impact
	Authority is delegated so that employee can act on their own

(i). Perception on everyone believes that he or she can have a positive impact

Table 4.27. Perception on everyone believes that he or she can have a positive impact

Scale	Frequency	Percent
Strongly disagree	2	1.3
Disagree	56	36.6
Slightly agree	52	34.0
Agree	21	13.7
Strongly Agree	22	14.4
Total	153	100.0

Source: Own survey result (2021)

From Table 27, it can be seen that, 37.9 % of the respondents agreed that everyone don't believe that he or she can have a positive impact. Meanwhile, about 52.1 % % believe that everyone has he or she can have a positive impact

(ii). Perception on Authority is delegated so that employee can act on their own

Table 4.28. Perception on **authority is delegated so that employee can act on their own**

Scale	Frequency	Percent
Strongly disagree	5	3.3
Disagree	65	42.5
Slightly agree	43	28.1
Agree	14	9.2
Strongly Agree	26	17.0
Total	153	100.0

Source: Own survey result (2021)

From Table 28, it can be seen that, 45.8 % of the respondents agreed that everyone don't believe that authority is not delegated so that employee can act on their own. Meanwhile, about 52.1 % % believe that authority is delegated so that employee can act on their own

4.5. Analyzing the correlation between organizational culture and employee's job satisfaction

4.5.1.   Overall employees' job satisfaction

Job satisfaction refers to the emotions that employees possess towards role they are performing at the work place. Job Satisfaction is an essential component for employee motivation and encouragement for their better performance (Anindita and Tripathy, 2020). Accordingly, this research also tried to measure overall employees job satisfaction (Table 4.29)

Table 4.29. Perception on overall employee's job satisfaction

Scale	Frequency	Percent
Strongly satisfied	15	9.8
Dissatisfied	58	37.9
Slightly satisfied	35	22.9
Satisfied	26	17.0
Strongly satisfied	19	12.4
Total	153	100.0

Source: Own survey result (2021)

Table 4.29 shows that 47.7 % of the employees are not satisfied by the organizational culture with regard to involvement and consistence decision making processes. Furthermore, about 22.9% are slightly satisfied with regard to involvement and consistence decision making processes.

4.5.2. Linear Regression Analysis on the effect of independent variables on dependent variables

Table 4.30 : the prediction of independent variables on dependent variables

Variables Entered/Removed[a]			
Model	Variables Entered	Variables Removed	Method
1	Collaboration , involvement, consistency, Autonomy, capacity trust, adaptability [b]	.	Enter
a. Dependent Variable: satisfaction			
b. All requested variables entered.			

Table 4.31: model summery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533[a]	.284	.249	.43361
a. Predictors: (Constant), collaboration, involvement, consistency, Autonomy, cap, trust, adapt				

Table 4.32: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.676	7	1.525	8.111	.000[b]
	Residual	26.887	143	.188		
	Total	37.563	150			
a. Dependent Variable: satisfaction						
b. Predictors: (Constant), collaboration, involvement, consistency, Autonomy, cap, trust, adapt						

Table 433: Regression coefficients

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.015	.222		9.061	.000
	involvement	.003	.078	.005	.043	.965
	consistency	.174	.075	.282	2.305	.023
	Capacity development	-.015	.083	-.023	-.178	.859
	adaptation	.015	.113	.022	.137	.891
	trust	.048	.100	.073	.480	.632
	Autonomy	.079	.066	.125	1.189	.236
	Collaboration	.108	.163	.142	.662	.509
a. Dependent Variable: satisfaction						

Table 4.31 above indicates the value of R shows the linear correlation coefficients. R can be the measure of the quality of the prediction of the dependent variable (employee job satisfaction). In this case a value of 0.533 indicates a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. Or the R^2 (or coefficient of determination) indicates the degree to which the model explains the observed variation in the dependent variable.

Hence, the value of 0.284(R square) indicates the independent variables (involvement, consistency, capacity development, adaptability, collaboration, trust and autonomy) explain 28.8 % % of the variability of the dependent variable (employ job satisfaction).

The standard error (0. 43) of a model fit is a measure of the precision of the model. It is the standard deviation of the residuals. It shows how wrong one could be if she/he used the regression model to make predictions or to estimate the dependent variable or variable of interest. As R^2 increases the standard error will decrease. On average, our estimation of consumer satisfaction with the service with this model will be wrong by 0.43 which is not an ignorable amount given the scale of consumer satisfaction. Hence, the standard error is wished to be as small as possible and used to get a confidence interval for the predicted values.

The F-ratio in the ANOVA (Table 4.32) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F (7, 143) = 8.111$, p (.000) <0.05 (i.e., the regression model is a good fit of the data) for this particular study.

The SPSS output table labeled ANOVA (table 4.32) provides the results of the test of significance for R and R^2 using F- statistics. In this analysis, the P-value is well below 0.05(P= 0.000). Hence, from the result we can conclude that, the R and R^2 between independent variables and dependent variable is statistically significant.

The table in the SPSS output labeled coefficient (table 4.33) provides information that is useful for understanding the regression equation. Under the column unstandardize

coefficient and sub column B, the numerical values on the first row labeled (constant) is the value for intercept (a) in the regression equation.

The numerical values on the second row, labeled as involvement, consistency, capacity development, adaptability, collaboration, trust and autonomy in this case representing the independent variable) is the value for the slope (b) in the regression equation. It is possible use these coefficients to make predictions of the satisfaction with the job satisfaction of the employees as the result of involvement, consistency, capacity development, adaptability, collaboration, trust and autonomy. The equation was given below

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_5 X_6 + \beta_5 X_7 + \varepsilon$$

Where:

Y = Employ job satisfaction

β_0= the slope/gradient of the regression line

X_1 = involvement

X_2= consistency

X_3= capacity development

X_4= adaptation

X_5= trust

X_6= Autonomy

X_7= Collaboration

ε = error term

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_5 X_6 + \beta_5 X_7 + \varepsilon$$

$Y = 2.015 + 0.003X_1 + 0.174X_2 + -0.015X_3 + 0..015X_4 + 0.048X_5 + 0.079X_6 + 0.108 X_7 + \varepsilon$

The Standardized Beta Coefficients give a measure of the contribution of each variable to the model. A large value indicates that a unit change in this predictor variable has a large effect on the criterion variable. The t and Sig (p) values give a rough indication of the impact of each predictor variable a big absolute t value and small p value suggests that a predictor variable is having a large impact on the criterion variable.

Accordingly, standardized coefficients are called beta weights, given in the "beta" column. The beta weight measure how much the satisfaction of employees variable increases (in standard deviations) when the predictor variable is increased by one standard deviation assuming other variables in the model are held constant. These are useful measures to rank the predictor variables based on their contribution (irrespective of sign) in explaining the employee's satisfaction level variable.

Hence in this case, consistency determinant have the highest contributing (0. 174) predictor to increase employee satisfaction, and the next is collaboration (0.108), the third is Autonomy (0.079) and the last is involvement (0 .003)

4.5.3. Rejection or not rejection of null hypothesis

Based on the objective, the research was limited to test if involvement and consistency have statistically significant effect on employee job satisfaction. Accordingly, the regression test only consistency is found to be statistically significant and the null hypothesis is rejected at p= .023. Therefore, the other independent variables are insignificant and have no effect on employment satisfaction because their null hypothesis is not rejected for this particular study. The regression model (modal summery table) also shows that consistency is affecting employment job satisfaction 29% percent. Besides, coefficient table confirms that as consistency increases by one unit job satisfaction also increases by 0. 174

CHAPTER FIVE

5. Summary, Conclusion and Recommendation

5.1. Summary of the results

The present study was aimed to explore the impact of organizational culture on employees' job satisfaction in Guna Trading House Plc. Further efforts were made to analyze if involvement has an impact on employees satisfaction, if consistence decision making process has an impact on employee's satisfaction and tried to see the correlation between organization culture and employee's job satisfaction. Based on the outcome of the statistical analysis, the obtained result was discussed in the light of literature review and other novel findings. The following section presents the main results/ findings/ and discussions.

The employee satisfaction was measured from three main indictors such as (i) consistency, (ii) involvement, (iii) capacity development, (iv) adaptability, (v) collaboration, (vi) trust and (vii) authority. The value of 0.284(R square) indicates the independent variables (involvement, consistency, capacity development, adaptability, collaboration, trust and autonomy) explain 28.8 % % of the variability of the dependent variable (employ job satisfaction). Accordingly, standardized coefficients are called beta weights, given in the "beta" column. The beta weight measure how much the satisfaction of employees variable increases (in standard deviations) when the predictor variable is increased by one standard deviation assuming other variables in the model are held constant. These are useful measures to rank the predictor variables based on their contribution (irrespective of sign) in explaining the employee's satisfaction level variable. Hence in this case, consistency determinant have the highest contributing (0. 174) predictor to increase employee satisfaction, and the next is collaboration (0.108), the third is Autonomy (0.079) and the last is involvement (0 .003)

Finding from qualitative analysis (key informants interview) also confirmed that lack of adequate consistence decision n making in employees' empowerment process; slack team orientation and inconsistent capability development implementations are some of the

factors that impede employees' involvement process to be effective in the company. Participants also acknowledged that long term and short-term capacity development programs are increasing from time to time. They stressed that the process of trainee selection, notification and process of information dissemination are not transparent. By and large that there seems to be a consensus that the capacity building programs should consider employees across the department with the aim to benefit the company but not to meet the self-interest of individuals to be trained in areas that are not relevant to the company.

5.2. Conclusions

This paper attempts to describe the relationship between the aspects of organizational culture and employee job satisfaction of employees in Guna Trading House Plc. Basically, job satisfaction is the evaluation of employees of his job responsibilities and the working environment and as the result of the satisfaction, the employees develops positive or negative attitude towards the rules, beliefs and values of the organization which have an impact on the working conditions. Accordingly, the empirical results demonstrate that involvement of employees in different decision schemes and developing consistence decision making organizational cultures can help to uplift the employees' job satisfaction. As it is confirmed by several literatures, this study also asserted that organizational culture has significant impact on the job satisfaction of employees. On the basis of findings of this research it can be concluded that there is positive and significant correlation among impact of organizational culture on employee's job satisfaction. From the findings of the study it was found that organizational culture is important element which influences the employee job satisfaction. If the organizational culture is positive, it will enhance employee's job satisfaction and it is viewed in this study that strong organizational culture is very helpful for the employees to adopt the organizational culture and to get the competitive advantage.

On the basis of the quantitative and qualitative analysis, it was confirmed that the employees of Guna Trading House Plc were experiencing moderate level of job satisfaction and organizational Culture. Significant differences of means were observed

on the involvement and consistence decision making processes. Positive correlation were found between organizational culture and job satisfaction means if the level of perception of organizational culture will go up the level of job satisfaction will also go up. Finding from qualitative analysis (key informants interview) also vividly acknowledged that consistency is one of the mechanisms that spur all-encompassing organizational culture and relationships among employees of the company which in turn uplifts the employees' satisfaction. As per the majority of the participants emphasized, the company tried to enhance consistency by promoting organizational value, agreements and integration. However, still participants argued that in the company consistence decision making process has certain gap and causing source of employees' dissatisfaction

Based on the above results it is suggested that to develop better organizational culture in the company, it is the responsibility of the top leadership to explore the factors that affect job satisfaction of the employees of the company.

5.3. Recommendations

Organizational culture has prominent impact on the performance of the employees, that help employees to be satisfied themselves with organization and that cause to improve in the productivity of employee's. It is also acknowledged fact that organizational policies regarding involvement and consistence decision making culture should be clear and understandable for all employees. From this perspective the following recommendations are forwarded to improve job satisfaction of the employees.

• The company should develop a culture of empowering employees to demonstrate their capacity to handle the given responsibility.

• The company should develop strategy that enhance institutional trust and a means for employees involvement in decision making that uplifts the sense of participation and guaranty the employees' idea, concern and are parts and parcel of the organizational culture.

• The company should work towards creating a favorable environment in which employees are encouraged to grow their skills and perform additional responsibilities in their professional career.

- Platforms that enhance the positive relationships among employees with their coworkers and particularly with their managers should be designed

- Long, medium and short term capacity development should be in place for employees and screening, notification and award of the promotion should be transparent.

- Sense of teamwork should be in place because it helps to harness the power of a team skills, knowledge and commitment to better performance and it has implication in job satisfaction.

- Promoting integration with the employees and leadership that can contribution to team communication and collaboration, and encouragement of subordinates to accomplish the mission and objectives assigned by the organization, which in turn enhances job satisfaction.

- Organizational culture of the company should bind on all member and staff of the company as this will encourage uniformity or consistency in decision making process among members of the organization and thus enhance commitment and group efficiency.

- Top management should expand innovative culture in order to have a better improvement of employee job satisfaction.

- The company personnel also needs to be satisfied with their work and engage in self-development in order to be abreast of current happenings in area of expertise. That could give them a level of job satisfaction

- The company should develop a flexible culture and top management should use decentralized participatory technique of decision making so that employees at low level have authority and power to make decision regarding any problem they face according to their authority.

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Annex 1

Survey Questionnaire for the Impact of Organizational Culture on Employee Job Satisfaction

Dear respondent;

This questionnaire is prepared for academic purpose to study the impact of organizational culture on employee's job Satisfaction in Guna Trading House Plc. In that helps to address if further improvement is required. In this regard, your truth full responses are very useful to achieve the purpose intended. It may take about 20 minutes of your valuable time. Your responses and suggestions will be treated confidentially and the researcher has no way of identifying any specific respondent who fills the questionnaire for anybody.

Thank you for taking the time to complete this questionnaire!!

Part One: Background of Respondents

1.   Sex of respondent   a. Male ☐   b. Female ☐

2.   Age of respondent in years

a.   18-25 year's ☐   b. 26-35 years   c. 36 ☐ ye ☐ d. More than 50 years   ☐

3.   Educational level

a.   Primary education (Grades 1-8) ☐   d. First Degree education ☐

b.   Secondary education (Grades 9-12) ☐   e. Second Degree ☐

c.   Diploma or TVET education   ☐   f. Ph.D. and above   ☐

4.   Marital status

a.   Single ☐   b. Married ☐   c. Divorced ☐   d. Widowed   ☐

5.   Monthly income in Birr

a.   Less than 2000 Birr b. 2000-6000 Birr ☐   c. 6001-10,000 Birr ☐

b.   d. 10,001-15000 Birr e. More than 15001 Birr ☐

6.   Please indicate your current employment status.

a.   Permanent employee   ☐   b. contract employee   ☐

7.   Please indicate your current employment classification.
a.   Support staff   ☐   b. Technical Staff   ☐
8.   How long have you worked for the company?
a.   0 - 2 years ☐ b. 3 - 5 year's   c. 6 - 9 year's ☐   d. 10 – 14 year ☐   e. More ☐
than 14 years
b.

Part Two: involvement and consistency in decision making

Please rate the level of your satisfaction level by encircling one of the given alternatives for the items indicated in the following tables. The numbers mean *00 = Do not know   1 = Highly dissatisfied, 2 = Dissatisfied, 3 = Slightly satisfied, 4 = Satisfied, 5 = Highly satisfied*.

SN	Items	Response categories					
	I. Involvement						
1	The level of employees involvement to demonstrated their capacity to handle the assigned responsibilities	1	2	3	4	5	00
2	Extent of the organization to involve employees' idea, concern and wishes and its impact on employee's job satisfaction	1	2	3	4	5	00
3	Availability of continuous consultation and participatory approach	1	2	3	4	5	00
	II . consistency						
1	Existence of a clear and consistent set of values that governs employees	1	2	3	4	5	00
2	Existence of an ethical code that guides values consistently in the organization	1	2	3	4	5	00
3	Existence of communicative and smooth decision making process	1	2	3	4	5	00
	III. capacity development						
1	Availability of continuous investment for short and long term training	1	2	3	4	5	00
2	Self learning is in day-to-day work organizational tasks	1	2	3	4	5	00
3	View failure as an opportunity for learning and capacity development	1	2	3	4	5	00
	IV. Adaptability						
1	level of encouragement for Innovation and risk taking	1	2	3	4	5	00
2	New and improved ways to do work are continually adopted	1	2	3	4	5	00
3	The way things are done is very flexible and easy to change	1	2	3	4	5	00
	V. Collaboration						
1	The Level of positive relationships among employees with their coworkers and particularly with their managers	1	2	3	4	5	00
2	Level of Teamwork to get work done rather than hierarchy	1	2	3	4	5	00
3	Collaboration among employees	1	2	3	4	5	00
	VI. Trust						

1	Consensus decision-making and trust building	1	2	3	4	5	00
2	Perceptions on "win-win" solutions during disagreement among employees	1	2	3	4	5	00
3	Open discussion between employees and leaders	1	2	3	4	5	00
1	**Vii, Authority**						
	Everyone believes that he or she can have a positive impact	1	2	3	4	5	00
2	Authority is delegated so that employee can act on their own	1	2	3	4	5	00

Additional Comment or Suggestion

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Thank you for taking the time and effort to fill out this survey. Your input is highly valued and will be taken into consideration. Your confidentiality is guaranteed.

Annex 2   General Key informants Discussion Guide

Interview with management and Employee Representatives

I. Personal Information Sex: _____ Age:_____
Position:_____
Experience:_____ Qualification:
_____

 II. Discussion points

- What do you understand about organizational culture?

- How do you explain the existing organizational culture with respect to the dominant characteristics, institutional leadership, and management of employee, organizational glue, strategic emphasis, and criteria of success of organizational culture?

- How do you perceive the relationship between organizational culture and employee job satisfaction? Why?

- Do you believe these cultural dimensions are part of the existing culture of the organization? How?

- Do you think the employees understand the existing organizational culture? How?

- How do you rate the level of employee's job satisfaction in relation with existing culture satisfied/dissatisfied?

- What are your reasons to say employees are satisfied or not