



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

**THE EFFECT OF ORGANIZATIONAL CULTURE ON  
EMPLOYEE PERFORMANCE IN THE CASE ETHIOPIAN  
AIRLINES**

**By**

**HAILE GETACHEW**

**JUNE, 2024  
ADDIS ABABA, ETHIOPIA**



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**ADVISOR: NIBRETU KEBEDE (PHD)**

**A RESEARCH SUBMITTED TO ST. MARY'S UNIVERSITY  
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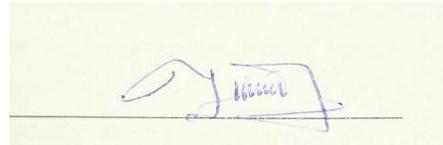
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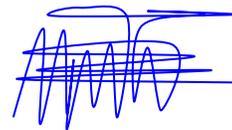


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## DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Nibretu Kebede (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Haile Getachew

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Signature June, 2024

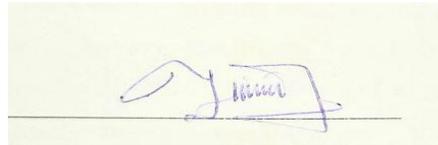
## **ENDORSEMENT**

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

Nibretu Kebede (PhD)

Advisor

St. Mary's University College, Addis Ababa

A handwritten signature in blue ink on a light green background. The signature is stylized and appears to be 'Nibretu Kebede'. It is written above a horizontal line.

Signature June, 2024

## **ACKNOWLEDGMENTS**

First of all, I would like to thank God for helping and keeping me on health in all the process of my study till completion. I am also very grateful to various individuals who contributed to the completion of this study. I would like to thank my advisor Dr.Nibretu Kebede, for all of his guidance, comment, and Continues support from the starting to the accomplishment of this study. And I would like to express my thanks to all staff members of Ethiopian Airlines staffs for their help and respond my questionnaires.

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## **Acronyms**

**ET** - Ethiopian Airlines

**OC** - organizational Culture

**SPSS** - Statistical Package for Social Sciences

**SD** - Standard Deviations

**PMS** - Performance Management System

**IATA** – International Air Transport Association

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## **ABSTRACT**

*Organizational culture refers to shared assumption that define an organization's characteristics like norms, belief, attitude and assumption that shape the way employees in an organization conduct and get things done. Thus, this study aimed to assess the impact of organizational culture on employee performance in Ethiopian Airlines. It used both descriptive and explanatory research design with quantitative approach to explain the impact of culture on employee performance. It applied correlation and multiple regression analysis and the finding of this study imply that there is a large power distance among employees which imply that the present of more hierarchal structure at Ethiopian Airlines. The presence of feminist employees means employees at Ethiopian Airlines care about the quality of work with group mentality or collectivism there is a trust among employees and they fell like part of a team. There is high level of uncertainty avoidance employees not encouraged to be creative this could be a hindrance for change among the organizational models feminist culture and collectivism have a positive and direct relation and have impact on performance. Changing the practice of culture so that it can have a positive impact on performance, large power distance to low power distance so that employees can participate on important decision making process, and low uncertainty avoidance can help employees to become more creative and open for new things or change and some practiced like feminism and collectivist need to be appreciated and keep practicing so as to strength important culture. It is recommended that the organizational culture of the Airlines that is mission have higher impact for the organization performance. And the Airlines must have higher priority and employees must have better awareness.*

**Key Words:** *Organizational culture, Organizational Performance, Ethiopian Airlines*





# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

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

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

Aksoy et al. (2014), Defined organization culture as the worth of organization, which created by two parties that is not only a particular individual conduct but also by institution. Both are their own attitudes and behavior to create organizational culture. Organizational culture may be containing organizational strength in number of peoples and item in worthy standard (Schein, 1995). Many researchers agreed that each organization are influenced by their present culture and concluded that the efficiency of the company highly affected by its culture Ogbor (2003), Schein (2004). We can see various organizations they have their own irreplaceable work culture that lead organization productive like work environment, standard for employee evaluation, way of customer handling, (Antoinette, 2016). Respected culture is continued by the company and it is important to reminder that with the initiation of globalization and company's journey, culture has become extremely liquid in nature. Therefore, organizations must adapt to this enlargement in new cultural community developing in global businesses and accept this meeting of culture across the globe. Thus, it has a significant difference in

organizational culture within the same country itself (Priva Chaudhary & Prof. R.K Singth, 2017).

As cited in Amirrza, S & Ahmand (2018) defined performance of employees as the financial or non-financial consequence of the employee that directly connected with both the operation of the firm and its success. In a changing work environment, members of organizations may have various tendency and behavioral action, which will result to noticeable inconsistency in their performance. Other author (Cascio, 2006) defined performance as accomplishment of task at organization in construct of employee work. Performance is an uninterrupted practice to hot problem on organizational scholars (Barney1991).

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

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

Air transportation is a major industry in its own right and it also provides important inputs into wider economic, political, and social processes. The demand for its services, as with most transport, is a derived one that is driven by the needs and desires to attain some other, final objective. In this dynamic world the particular thrust of globalization has implications for industries such as air transport that service it in the other hand there are feedback loops, because, developments in air transport can shape the form and the speed at which globalization and related processes take place (Kenneth Button, 2008).

As Kenneth button articulate Globalization certainly increase the demands of air transportation as the movement of people and goods between countries increase. (Kenneth Button, 2008) The need and demand for high quality, speed, and reliability in the air transport sector has primarily been driven by globalization. In this regard, airlines and the air travel infrastructure must keep

pace with the ever-changing demands for its services derived from competition from other global players (Doganis, 2001).

IATA (2023) reported that the air transport industry is fragile. Airline industry net profits are expected to reach \$25.7 billion in 2024 (2.7% net profit margin). That will be a slight improvement over 2023 which is expected to show a \$23.3 billion net profit (2.6% net profit margin). African carriers are expected to generate losses in both 2023 and 2024. The continent remains a difficult market in which to operate an airline, with economic, infrastructure, and connectivity challenges impacting the industry performance. Despite these challenges, there is robust demand for air travel. Underpinned by this demand, the industry continues to reduce losses.

(Oqubay & Tesfachew, 2019) EAL was established in April 1946, barely a year after the end of the Second World War. At the time, skeptics doubted the wisdom of transferring modern technology and management culture into a country that lacked the capabilities to administer them and apply its comparative advantage. In the past seven decades, however, EAL, confounding the skeptics, has evolved from a small domestic airline into a fully integrated, technologically sophisticated, internationally competitive, and highly profitable 21st century aviation company. By 2019, EAL's use of cutting-edge technology and modern organizational and management techniques, has allowed to serve more than 115 international destinations, including more cities in Africa than any other airline.

The year 2021/22 is a period in which most Ethiopian Airlines businesses have recovered from the influence of the pandemic and are rolling back to their pre-COVID-19 period and beyond. It is a year of excellence and achievement across the businesses of the Ethiopian Airlines Group. Ethiopian achieved a high revenue and net profit during this financial year, with cargo accounting for almost half of the Group's revenue. Ethiopian Cargo has transported more than 750,000 tons of cargo which is a record high in a fiscal year. The number of passengers has also increased significantly and reached close to 9 million. This achievement can be attributed to the lifting of restrictions on movement around the world, the Airline's expansion in terms of bringing new fleets, introducing new routes, and resuming flights. Hence, legacy carriers like Ethiopian Airlines have to be really as efficient as the low-cost carriers while maintaining their business model and giving frills in order to make money.

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

Organizational culture, despite this, is one of the major problems facing the airline business. To handle the risks of a volatile industry, this issue needs to be resolved right away. As Ethiopian airlines have been providing an international air service, their employees should be competence with the industry. Those articles goal is to look into how Ethiopian Airlines' organizational performance is affected by organizational culture.

Organizational culture can play key role to determine the level of outcome success of organization and performance of employees can be affected by many factors including organizational culture. Organizational culture has a very powerful impact on the day to day work performance of the employee. Performance is the measurement of ability or the degree of achieving organizational or personal goal using different recourse effectively and efficiently, (Cascio, 2006). Planning, reviewing against the standard, measuring and evaluating, employees job is how we understand how an individual perform (Senait L, 2017)

## **1.2 Statement of the problem**

Organizational culture is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization and dictate how they dress, act, and perform their jobs (Karthikeyan, 2022).

Kuchki & Siahkale (2012) in their research conducted in Iran's ministry of information mention that there is urgent need to investigate organizational culture since the employee's influence is higher with respect to culture of the employees on the performance of the organization. And at the same scenes Idris, Wahab, & Jaapar, (2015) mention that, for improving organization's performance and to have successful communication it is important to study organizational culture integration with in the corporate group.

Globalization and alliances making organization to become efficient and effective in every aspect. Aviation industries in Ethiopia owned by government under public enterprise it needs to be the leader of these change since Ethiopian Airlines is the huge air transport service provider in the world but recently some changes witnessed.

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

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

Managers that are characterized by masculinity which indicates that they are result oriented and value the final outcome indicate that there is a positive relation with performance Ahmed & Shafiq, (2018). Hofstede's four cultural dimensions' power distance, individualism vs. collectivism, femininity vs. masculinity, and uncertainty avoidance were thoroughly examined for their impact on organizational learning and innovation performance. The overall result with respect to Ethiopia indicates that its current cultural set up negatively affects the learning, innovation, and innovation performance of the manufacturing firms (K.T.Beyene et al, 2016).

Ethiopia Airlines is large organizations that have a vast line of works and composed of many employees. Hence in their line of work, there are ethical threats that are growing and becoming a trend and eventually revealed as a culture of the organization. Assessing the impact of organizational culture on organizational performance is important issue in the case of Ethiopian Airlines is one of the large organization controlled by the government.

## **1.3 Objectives of the study**

### **1.3.1 General Objective**

The main objective of this study was to investigate the effect of organizational culture on the performance of Ethiopia Airlines.

### **1.3.2 Specific objectives**

In order to achieve the general objectives of the study in detail, the research has addressed the below specific objectives.

- To investigate the effect of feminists cultural on employee performance
- To identify the uncertainty avoidance effect on employee performance
- To assess the collectivism effect on employee performance.
- To describe the values, beliefs and culture of Ethiopia Airlines.

## **1.4 Research question**

The research questions that were address in this study are: -

- What are feminists' cultural effects on employee performance of Ethiopia Airlines?
- What are the uncertainty avoidance effects on employee performance of Ethiopia Airlines?
- What is collectivism effect on employee performance of Ethiopia Airlines?
- What are the values, beliefs and culture of Ethiopia Airlines?

## **1.5 Significance of the study**

The importance of this study is to measure the effect of organizational culture on the performance of Ethiopian airlines. It provides Ethiopian airlines to enhance its operations in organizational culture management skill. The findings from this study may possibly be highly worthy and beneficial especially to the following.

Provide opportunity for the respective decision makers of the company to identify among the existing cultures that are in favor or hinder the Airlines performance and took corrective

measures accordingly. The conclusion and recommendation of the paper have significant importance for the Airlines business development department.

The study assists student taking organizational culture management, specifically organizational culture and performance and also the knowhow and proficiency that may be required if one want to pursue on comparable line of career in the future.

## **1.6 Scope of the Study**

The study was limited in Ethiopia Airlines head office. Conceptually this study focuses on the work ethics of employees and their trends that have become the organizational culture of Ethiopia Airlines. The target population is limited to its employees. The scope of this study was delimited with qualitative method on the sample of Ethiopian airline top, middle, and lower management and geographically limited to headquarter Addis Ababa. Conceptually, the study was narrow to the effect of organizational culture on organizational performance. The variables under this research were limited to power distance, feminist, uncertainty avoidance and collectivism.

## **1.7 Organization of the study**

This study was organized in five chapters. The first chapter includes background of the study which describes the concept of work ethics and organizational culture, statement of the problem describing research gap, research question, objective, significance and scope, limitations of the study and operational definitions of the key terms are included. In the second chapter theoretical and empirical literatures are reviewed and conceptual framework is developed. After the literature review in chapter three the research methodology is described which includes types and approaches of research design, sampling and sample design, types, sources and methods of data collection, methods of data analysis. In the fourth chapter, data analyses, finding, interpretation and summary are included and in the last chapter conclusion and recommendation are discussed.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical review**

##### **2.1.1. Culture**

Awadh & Saad (2013) described culture as a mixture of values, sets, beliefs, communications and explanation of behavior that provides guidance to people. The main idea of culture comes from sharing in learning processes that have been based upon systematic allocation of resources. This righter also cited (Titiev, 1959). The cognitive systems of human that helps in improving thinking and decision making were based upon organization culture. (Pettigrew 1979) The multifaceted set of beliefs, assumptions and values helps in presenting different level of culture by conducting business at an effective manner. According to the Kotter and Heskett (1992), culture means fairly established set of beliefs, behaviors and values of society contain generally.

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

##### **2.1.2. Organizational culture**

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

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

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

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

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

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

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

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

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

### **2.1.4. Characteristics of organizational culture**

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

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

#### **Aggressive Cultures**

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

#### **Outcome-Oriented Cultures**

The OCP framework describes outcome-oriented cultures as those that emphasize achievement, results, and action as important values. Employees are trained and mentored to sell company

products effectively, and they learn how much money their department made every day. Results Oriented Work Environment (ROWE) program that allows employees to work anywhere and anytime; they are evaluated based on results and fulfillment of clearly outlined objectives. Outcome-oriented cultures hold employees as well as managers accountable for success and use systems that reward employee and group output.

### **Stable Cultures**

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

### **People-Oriented Cultures**

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

### **Team-Oriented Cultures**

Companies with a team-oriented culture are collaborative and emphasize cooperation among employees. For example, Southwest Airlines facilitates a team-oriented culture by cross-training its employees so that they are capable of helping one another when needed. The company also emphasizes training intact work teams. Southwest's selection process, applicants who are not viewed as team players are not hired as employees.

### **Detail-Oriented Cultures**

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

customer uses. This information is put into a computer system and used to provide better service to returning customers.

#### **4. Professional ethics and codes of conduct**

Mostly professional ethics refers to code of conduct of professional workers that guides their conduct while they are delivering professional services to the people. Each profession is organized to serve the public with its special knowledge guided by moral ideas. The code of ethics of professionals are belief statements and commitments that professionals promised to realized it while providing service to society at a time- including in uncomfortable conditions. They are special standards that impose moral obligation on profession works. (Moral Philosophy 2<sup>nd</sup> edition (Walelgn Emiru, 2012)

#### **2.1.5 Work Ethics**

Work ethic is a set of values based on the moral virtues of hard work and diligence. It is also a belief in moral benefit of work and its ability to enhance character. An example would be the protestant work ethic or East Asian work ethic. A work ethic may include being reliable, having initiative or maintain social skills.

The concept of work is central to this review. It is a universal phenomenon which varies in usage from formal activities to informal activities whether in the primitive to the contemporary sense. Such definitions have distinct work from other activities as play, recreation, or art (Ogunbameru, 2000). In this context, work is viewed as “a human activity directed to an object, such lecturing, producing soap,” Thus, work involves transitive activity existing for the sake of its object which intend to meet needs of people. Any physical and or/mental activities which transform natural materials into a more useful form, improve human knowledge and understanding of the world, and /or provide or distribute goods to others (Kuper & Kuper 1996).

Work from these views intends to serve a number of functions and these functions are for some purposes. The most obvious is the economic function of producing goods and services and in return for this exercise the employee is paid wages for doing the job right suggests that Work performance is a measure of testing how well an employee meets the standards that are

required on specific job (Dessler, (1983). Work performance is the quality and quantity of human output necessary to meet work goals agreed upon between employees and their managers (Ivancevich and Matteson, 1996).

Thus, ethics is a field that involves the studies of human behavior, in relations to what is expected of him/her by others (Malloy, 2003). Because we are interested in his/her work, it involves what is expected of him/her when performing his/her duties at work. Work ethics are the standards of behavior that guide individual workers in their work and in relationship with fellow workers, customers and other economic agents (competitors, shareholders, suppliers, dealers, etc.). These ethics guide the thinking and decision making with respect to what is good and what is bad (Grace & Cohen 2005). The traditional work ethic stresses that, work is inherently good and by working hard one can overcome obstacles and succeed in life (Yoder & Staudohar, 1982). It is conceived as people's orientation to and expectation from work as informed by their convictions opine that, it consists of those principles and practices that are concerned with morals and good conducts in industrial life. Thus, work ethics represent what should or should not be done at work (Fajana, (2006).

Historically, Ethic has a protestant origin but the historical roots of work ethics programs were originally implemented in the defense industry to help organizations comply with the increased regulation following a series of scandals. The whole idea present work as a religious and moral obligation, and is now widely used as a simplified popular version of the concept, especially in the context of explanations for employees' performance, organizational performance and productivity. In the United States, ethic was introduced and diffused by religious groups in the 1930s. The development of work ethic was aided by the country's vast natural resources and the belief in America as the land of opportunity, as well as wartime patriotism (Fajana, 2006). In Western Germany after the end of second world war, the need to survive the effect of war led to gospel of work ethics while in this part of the world, the situation is different, the quest to find the appropriate philosophical and development paths within a minute resulted into less ethical practices and high rate of fraudulent practices (Aina, 2000). A number of divergent views have been put forward on what constitute ethical behaviors.

The utilitarian view considered how things are done. It observes that greatest good is often delivered to the greatest number of people. It tries to assess the moral implications of decisions

in terms of their consequences. While it is believed that this view can promote workers' efficiency a factor that is sine qua non for excellent performance, it can result into ignoring the rights of some individuals in the larger society. On the contrary, the individualism view is based on the belief that one's primary commitment is to the advancement of long term self-interests. If self-interest is pursued from a long term view, the argument holds that lying and cheating for short term gain should not be tolerated because if one person does it, everyone will do it, and no one's long term interest will be served. The individualism view is supposed to promote honesty and integrity but in work places it may result into pecuniary ethics described by observer as the tendency to push the law to its outer limits. The moral-right view established the need to respect and protect the fundamental rights of people. The right of people to life, liberty and fair treatment must not be trampled upon. However, this right can create a too formal work setting which many scholars have criticized on the ground that it hinders efficiency. And lastly, the justice view is based on the belief that ethical decisions treat people impartially and fairly according to guiding rules and standard. This approach evaluates the ethical aspects of any decision on the degree to which it is equitable for everyone affected. Justice practice could lead to an attitude of entitlement and reduces productivity (Trivers, 1985; Tullberg, 1996; Grace & Cohen, 2005).

Considering the above positions, a number of theoretical grounds can be explored to explain the relationship between work ethics and employees' job performance. The Labor process theory which was originally formulated by Karl Marx (translated in 1976) and expanded by Newton and Findlay (1996) argued for how management can move away from the belief in work too job holders' behavior and establish control mechanisms at their disposal. According to them, management is constantly seeking ways to improve the effectiveness of control mechanisms to achieve job performance. This in a way promote what work behavior will bring about desired level of job performance in the form of work ethics.

Certain problematic areas demand proper clarification of work in terms of objectives and expectation and setting up of feedback mechanism to measure performance. This theory promotes how to ensure compliance of employees to job description, discipline, integrity, team work and quality

## **2.1.6 Major unethical behaviors in work**

**1. Misusing company time:** Time Theft is defined as time that employees were or spend not working during their schooled work hours. This behavior is unethical as employees are compensated for this time even though they are not producing for employers. Thus they are intentionally stealing rightfully belonging to their company. In most organizations whether it is covering for someone who shows up late or altering a time sheet, misusing company time tops the list. This category includes knowing that one of your co-workers is conducting personal business on company time (Henle, Reeves, Pitts, 2010).

**2. Abusive behavior:** In work places abusive power refers to a hostile verbal or nonverbal behavior (excluding physical contact) directed by one or more persons towards another that are aimed at undermine the other to ensure compliance. In many work offices are filled with managers and supervisors who use their position and power to mistreat or disrespect others. Unfortunately, unless the situation you're in involves race, gender or ethnic origin, there is often no legal protection against abusive behavior in the workplace (Adler, 1989).

**3. Employee theft:** Employees steals form their organization because of their own finical needs. Employees steal to resolve finical difficult that have no conventional solution (e.g. drug habit, gambling}. Hollinger and Clark (1983) reported that employee theft was linked to opportunity and job dissatisfaction the form of pay inequity, whether its check tampering, not recording sales in order to skim or manipulating expense reimbursements taking unauthorized material and other employees property without their consent (Cressey, (1953).

**4. Lying to employers:** A lie is an untruthful statement with the intention to deceive and gain self-benefit from the lie such as maintain a secret or reputation, protecting someone or something, or avoid punishment. The intention in this untruthful statement is to have it taken as the truth by someone else regardless of whether it is oral, written, or implied statement or incomplete statement. "A successful or unsuccessful deliberate attempt, without for warning, to create in another a belief that the communicator considers to be untrue in order to increase communicators' payoff at the expenses of the other side

(Gneezy, (2005, 386)

**5. Misusing internet in work place:** I defined as internal use that is unacceptable in term of an application, organization, or ethical conduct (Phyoetal, 2007). Employees, employees and contractions increasingly succumb to e-mail phishing attacks discloses confidential business information business information, engage in excessive personal web use and commit other misuse It's a huge problem for organizations. A survey conducted recently by salary.com found that every day at least 64 percent of employees visit websites that have nothing to do with their work. Who would have thought that checking your Face book page is becoming an ethical issue (Deloitte, 2007).

**6. Discrimination:** One of the major un ethical behaviors in work place by unjust or prejudicial treatment of different categories of people, epically on the ground of these; by race, gender, physical appearance and financial, social and psychological level (Csepli, 1997).

**7. Sexual Harassment:** Sexual Harassment is recognized are recognized as a form of discrimination on the grounds of sex and, thus, are contrary to principle of equal treatment between men and women. Making unwelcomed sexual advances, requests for sexual favor or other verbal or physical conduct of a sexual nature a condition of an employee (Numhauser-Henning & Laulom, 2012).

## **2.1.7 Organizational Culture**

### **1. The Concept of Organizational Culture**

Culture human beings tend to develop common understanding and beliefs as long as they interact with each other for a common purpose. This common understanding and beliefs are to which the term organizational culture usually refers to. Most formally organizational culture consists of the shared beliefs, values and assumptions that exist in the organization (Saks 2005). He further describes the term as these shared beliefs, values, and assumptions determine the norms that develop and the patterns of behavior that emerge from these norms. As per the above definition, it can be understood that organizational culture refers to the general understanding and kind of agreement that is shared by the different members of an organization. Organizational culture has been defined by different scholars.

For example, Organizational culture has been defined by Nazir and Zamir (2015) as the combination of 12 expectations of organizations, experience, philosophy, and values. A more in-depth definition of organizational culture was given by Schein (2004) which is organizational culture is a pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the way to perceive, think, and feel in relation to those problems. According to Dave and Ulrich (2010), Organizational culture comprises the unwritten customs, behaviors, and beliefs that determine the rules of the game for decision making, structure, and power. It is based on the shared history and traditions of the organization combined with the current leadership values. In effect, culture dictates the way we do business and the organizational survival tactics that facilitate assimilation and personal success. Based on the above definitions, we can generalize that organizational culture is a kind of phenomena that tend to emerge and develop amongst people of the same organization due to their day to day interaction.

## **2. Theories of Organizational Culture**

Different concepts of culture, stemming from two distinct disciplines (anthropology and sociology), have been applied to organizational studies since the early 1980s. These two underlying disciplines represent different paradigms in Burrell and Morgans (1979) framework and have contributed to the emergence of the different theories and frameworks of organizational culture in the academic literature. He further explains that anthropology takes the interpretive view and sees culture as a metaphor for organizations, defining organizations as being cultures. On the other hand, sociology takes on the functionalist view and defines culture, as something an organization possesses. Despite the separate definitions of organizational culture, there seems to be a movement towards a general consensus. The most widely used organizational culture framework is that of Schein (2004), who adopts the functionalist view and described culture as a pattern of basic assumptions, invented, discovered, or developed by a given group, as it learns to cope with its problems of external 13 adaptation and internal integration, that has worked well enough to be considered valid and, therefore is to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In Scheins (2004) model, culture exists on three levels. The levels are Artifacts, Espoused Beliefs, and Values and Underlying Assumptions.

### **3. Models of Organizational Culture**

Culture According to Cooke (1987), the culture of an organization is the way employees behave in the workplace to ensure stable future and growth. He claims that the following three types of culture exist in organizations.

**Constructive Culture:** There are certain organizations which encourage healthy interaction amongst the employees. The individuals have the liberty to share their ideas, exchange information and discuss things to come to an innovative solution beneficial to all. Conflicts arise when employees feel neglected and are not allowed to speak their minds. A constructive culture encourages discussions; exchange of ideas amongst employees motivates the employees, and eventually extracts the best out of them. The key features of a constructive culture are an achievement, self-actualizing, encouragement and affirmative. Achievement is a constructive culture that helps the employees to achieve the targets within the stipulated time frame while self-actualizing is about the kind of culture where an employee stays motivated and realizes full potential. Encouragement, on the other hand, is about the fact that a constructive culture encourages employees to deliver their level best and strive hard for furthering the image of the organization and the affiliated feature is about employees avoiding conflicts and unnecessary disputes and promotes a positive ambiance at the workplace (Cooke, 1987).

**Passive Culture:** in a passive culture, the employees behave in a way contrary to the way they feel is correct and should be the ideal way and the main motive of the employee is to please the superiors and make his/her position safe and secure in the organization. In such a culture, employees unhappily adhere to the guidelines and follow the rules and regulations just to save their job. The characteristics of a passive culture are approval, conventional, dependent and avoidance. The approval characteristics talk about the type of culture where employees cannot make decisions of their own. They need to take their supervisors' approval before implementing any idea. The conventional characteristics state that employees are bound by rules and regulations of the organization and act according to the prescribed standards only,

whereas the dependent characteristics talk about the type of culture where the performance of employees is dependent on the superior's decisions and they blindly follow their boss's orders. The avoidance characteristics, on the other hand, talks about the type of characteristics where Employees tend to avoid their own personal interests, satisfaction and simply act according to the company's policies (Cooke, 1987).

**Aggressive Culture:** Organizations following an aggressive culture promote competition amongst the employees. They encourage the employees to compete against each other so that each one performs better than his fellow worker. In such a culture, employees seeking their colleague's assistants are often called as incompetent employees. Every individual vies for power, attention and strives hard to win appreciation. The key features of such a culture are opposition, power, perfectionist and competitive (Cooke 1987).

#### **4. Components of Organizational Culture**

According to Armstrong (2009), Organizational Culture can be described in terms of values, norms, artifacts and management style. He further explained about these components as;

**Values** are beliefs about what is best or good for the organization and what should or ought to happen. The "value set" of an organization may only be organized at the top level, or it may be shared throughout the business, in which case it could be described as "value- Driven" He puts the areas in which values may be expressed – implicitly or explicitly as care and consideration for people, competence, competitiveness, customer service, innovation, performance, quality, and teamwork (Armstrong, M. 2009)

**Norms** Are the written rules of behavior, the "rules of the game" that provide informal guidelines on how to behave. Norms tell people what they are supposed to be doing, saying, behaving, and even wearing. According to Armstrong norms are never expressed in writing- if they were, they would be policies or procedures. He adds that they are passed on by word of mouth behavior and can be enforced by the reactions of people if they are violated (Armstrong, M. 2009).

**Artifacts:** Armstrong also explains about artifacts in a similar way to that of the explanation given by Schien (2004) earlier as the visible and intangible aspects of an organization that people hear, see or feel and which contribute to their understanding of the organizations culture. But Armstrong further explains that Artifacts can include such things as the working environment, the tone, and language used in emails, letters or memos, that manner in which people address each other at meetings, in emails or over the telephone, the welcome given to visitors and the way in which telephone calls are answered. He claims that Artifacts can be very revealing (Armstrong, M. 2009).

**Management Style:** Management style is defined as the approach managers use to deal with people It is called “leadership style”. This can be explained in terms of charismatic or non-charismatic, autocratic or democratic, enabler or controller, transactional or transformational. The term “management style” can also refer to the overall approach an organization adopts to the conduct of employee relations (Armstrong, 2009).

## **2.2. Empirical studies**

Emmanuel Osei Boakye (2015) the study held to analyze the relationships between two variables that was teamwork and organizational performance. There was clear evidence that teamwork and other measures of team performance are positively related with organization performance. The result of the study shows that there was a significant positive impact of teamwork on organizational performance.

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

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

Ojo, kuku,et al.(2012) A research on the Impact of leadership style on Organizational performance on Nigeria Bank Nigeria. The finding shows that there was positive and negative correlation between performance and leadership style. So that the study concluded that

transformational and democratic leadership styles have positive effect on both performance and followers, and are highly recommended to bank especially in this global competitive environment.

In a survey conducted in 2010 among U.K and some continental Europe companies; it was revealed that the most significant ethical issues to organizations are bribery, corruption and facilitation payments; whistle blowing/speaking up and discrimination, harassment or bullying (Webley, Basran, Hayward & Harris, 2011). For instance, Texaco in 1996 made \$176 million settlement for racial discrimination; Mitsubishi Motor Corporation settled \$34 million in 1998 after a government investigation of pervasive sexual harassment and Louisiana Pacific Corporation paid a fine of \$37 million in 1998 for customer and environmental fraud among other unethical practices

The research by Toubiana and Yair (2012) demonstrated the continued viability of the field of workplace ethics. Ethical behavior guidelines in the workplace often include a high level of importance on dedication (Yammariro et al., 2013). Unethical behaviors enable workers to feel a strong alignment between their values and those of the business (Suhonen et al., 2011). Workplace ethics direct organizational leaders to achieve superior financial performance and productivity in harmony when facing unethical issues (Singh & Rathore, 2014).

The findings of the extensive survey conducted by Kouzes and Posner (2007) for about 25 years, to identify what values, personal traits, or characteristics do the participants have a high regard for in a leader and a person that they would be willing to follow (Kouzes & Posner, 2007, p. 29), have shown an amazing consistency across different years, demographics, organizations and cultures. Among those characteristics presented to the participants of the study, only honest, forward-looking, inspiring, competent have always received over 60 percent of the votes over time (with the exception of Inspiring in 1987) (Kouzes & Posner, 2007, p. 29).

An exploratory research was conducted, to clarify this question, by Treviño et al. (2000; 2003). The researchers focused the top executives from different industries and asked them to come with a name they think as an ethical leader and pinpoint the similarities between their leader and themselves, and also to respond to questions regarding their personality, behavior and intentions of those leaders. The research pin pointed numerous personal characteristics that

were associated with the ethical leadership. The leaders were thought to be ethical in both their professional and personal lives and they were also principle centered leaders with care and concern for the society in their decision making and leading style.

Brown (2010) analyze the relationship between performance appraisal quality measured by clarity, communication, trust, and fairness of the performance appraisal process and job satisfaction and commitment based on a sample of more than 2,300 Australian non-managerial employees of a large public sector organization. They find that employees who report a low performance appraisal quality (lowest levels of trust in supervisor, poor communication, and lack of clarity about expectations, perception of a less fair performance appraisal process) also report lower levels of job satisfaction and commitment.

Furthermore, (Lorna and James, 2014) found that clarity of performance expectations affected the job performance to a great extent. Feedback mechanism and open door policy affected job perform to a great extent. Integrity and reliability/dependability affected job perform to a great extent. In addition, distributive fairness affected job performance to a moderate extent. The study found that ideas and innovations, absenteeism/tardiness and timeliness had improved for the last five years. The study found that appraisal motivates staff by clarifying objectives and setting clear future objectives with provision for training and development needs to establish the performance objective. Communication provides employees with the chance of exercising a level of process control. Trust in supervisors is important for determining satisfaction with the appraisal system. Appraisals based on personal traits have little value for providing diagnostic feedback to employees or for designing training and development programs to ameliorate identified skill deficiencies.

Houkesa et al. (2010), using two different samples tested a theoretically derived pattern of specific relationships between work stressors and outcome variables. The research model proposes four central domains of the work situation: work content, working conditions, social and labor relations, and conditions of employment. In addition, the research model proposes three important outcome variables: intrinsic work motivation, emotional exhaustion, and turnover intention. The results showed that the proposed pattern of relationships were largely supported by the data and hat it was invariant across two samples Organizations possessing ethical cultures create and maintain a shared pattern of values, customs, practices and expectations which dominate normative behavior in the organization. An ethical culture is

associated with a structure that provides for equally distributed authority and shared accountability. It also has policies such as an ethical code of conduct that is clear, well communicated, is specific about expected procedures and practices, thoroughly understood, and enforced (Trevino et al., 1999).

### **2.3. Conceptual framework**

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

Among the six Hofstede national dimension this study choose four of them which is 1 power distance , feminist, uncertainty avoidance and collectivism among this dimensions when we look at Hofstede's research Arab and African country's large power distance feminism ,large uncertainty avoidance and collectivism ranked high scores compared to small power distance masculine small uncertainty avoidance and individualism therefore this research adopted this dimension and will investigate there relation with employees performance.

**ORGANIZATIONAL CULTURE**

**PERFORMANCE**

**Independent variable**

**Dependent**

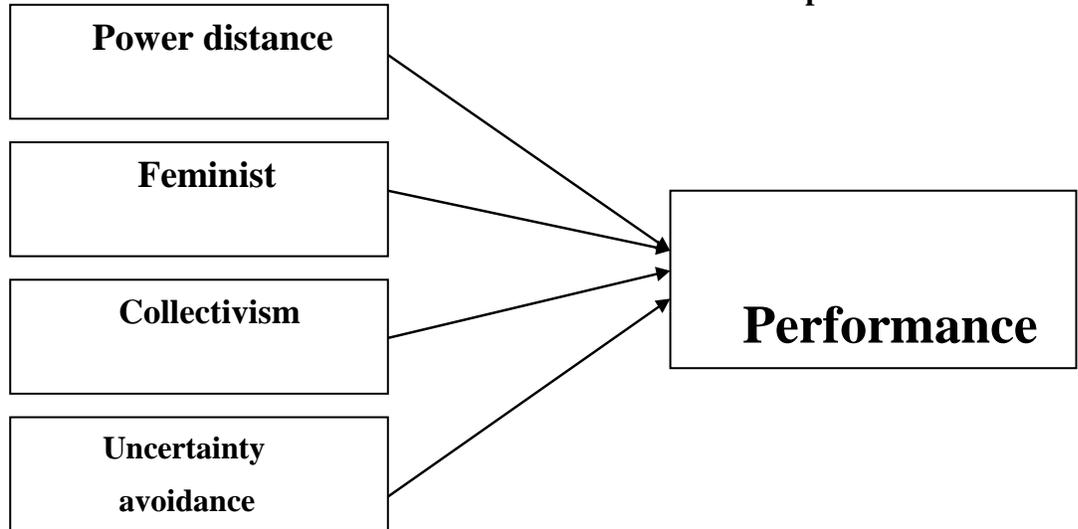


Figure1 conceptual frame work

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1. Research approach**

In this research Ethiopian Airlines is considered as a case organization to study, Assessment of Employees Work Ethics and Culture. The Objectives of the research was to describe the existing ethical situations and the organization culture in Ethiopian Airlines. The study was used mixed research approach to produce valuable data and conclusions. Quantitative approach was used to describe the existing situations where as, qualitative approach concern with subjective assessment and the characteristics of sampled employee to the targeted population.

#### **3.2. Research Design**

The study design of this research was both descriptive and explanatory research design. The descriptive research study enables to examine the existing situation of work ethics in the organization and its culture. The survey method was used for the data collection purpose because for this type of social research it is appropriate since it collects information from the sampled respondents and made conclusion of the problem.

#### **3.3. Population and Sampling technique.**

##### **3.3.1 Sample size**

The target population of this study has included all individuals working initially from team leader and above managerial position who are currently working at the head office of Ethiopian airlines in Addis Ababa. According to Ethiopian Airlines Human Resource Information the total population of Ethiopian Airlines is 2468 including officials. Simple random sampling technique has been used to select representatives of the target population.

In the assessment of the sample size of employees, the study used solvins formula.

With a confidence level of 95%=0.05  $n =$

$$N / (1+Ne^2)$$

$$n=2468/1+ (2468) (0.05)^2 n=344$$

The sample size of study was determined to be 177 for samples were disproportional allotted based on central limit theorem and population size. As per Saunders & Thornhill (2007) researchers normally work on 95% level of certainty. For a population that is large to yield a representative sample for proportions that is valid

### **3.4 Data collection type, source, procedure and instruments**

The core research tool employed to collect the essential fact from the source are both primary and secondary. The primary source of information was composed through Likert scale questionnaire as for the questionnaire it was domesticated from different source. The study used primary data collected through standard questionnaires by Denson's (1990) from the selected respondents of Ethiopian Airlines found in Addis Ababa through their outlook address, which is the company internal communication tool.

### **3.5. Data Analysis and presentation techniques**

Both descriptive and inferential statistics (multiple linear regression and Pearson correlation) were used to analyze and interpret the findings. Quantitative data process via SPSS Version 25. Demographic variables of the respondents were interpreted using descriptive statistics whereas inferential statistics has been used to find out the relationship between organizational culture and company performance using correlation analysis. The study also adopts multiple linear regression and Pearson correlation analysis to establish the relationship between variables.

Descriptive analysis techniques use to analyze the results of descriptive statistics to describe the demographic and general results which presented by tables frequency distributions and percentages. It also helps to know the level of employee perception work ethics and organizational culture based on the response for each item and analyzed by comparing the mean and standard deviation score of each variable.

### 3.6. Ethical consideration

The research followed ethically and morally acceptable process throughout the research process. The data was collected with full consent of the participants. In this regard, the names of the respondents were not disclosed and information was not available to anyone. In order to safe guard the participants, the benefits of the study were also explained to the participant.

In addition, the study used proper citation, follow truthful collection and data analysis of data, maintain data confidentiality, obtained the consent of the assessment organization and staffs and keep the identity of the respondent unanimous based on their consent to meet the ethical obligations of the research.

### 3.7. Reliability test and validity

#### 3.7.1 Reliability

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

*Table 3.1: Reliability Analysis for the independent and dependent variables*

Variables	Cronbach's Alpha
Power distance	.865
collectivist	.862
feminist	.890
Uncertainty avoidance	.811

**Source:** Survey Data, 2024

Therefore, this indicates that the reliability of the scales is very good depicting a strong internal consistency among the measurement items and the selected instrument can accurately measure

the variables of the study. The first part of the questionnaire consists of four items about the demographic information of the respondents. It covers the personal data of respondents, such as gender, age, educational qualification, year of service and the like.

### **3.7.2. Validity**

The study done on the only Ethiopian Airlines; therefore, the population is homogenous and helps to have a robust and valid data. All possible efforts were exerted to make the data collection instruments easily understandable by the respondent so that the intended information can be collected thereby increasing trustworthiness of the ultimate findings. Validity can be also assessed using theoretical or empirical approaches. Theoretical assessment of validity focuses on how well the idea of a theoretical construct is translated into or represented in an operational measure (Anol, 2012). In this regard the validity of the current study was addressed through the review of related literatures and adapting instruments used in previous research.

## CHAPTER FOUR

### RESULT AND DESCUSION

This Chapter presents data analysis, findings, and discussion in line with the objectives of the study and research questions. The data that were collected through questionnaires was edited, coded, entered into the Statistical Package for Social Sciences (SPSS version 25) for analysis and generation of descriptive and inferential statistics.

#### 4.1. Response rate

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

*Table 4.1*

Description	Respondents / Employee
Target population	177
Questionnaire distributed	177
Questionnaire returned	155
Response rate	0.87

#### 4.2 Demographic Information of the respondents

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

*Table 4.2: Respondents' demographic profile*

Categories	DESCRIPTIVE STATISTICS		
		Frequency	Percent
Gender	Female	44	28.7
	Male	111	71.3
	Total	155	100
Age	18-27	6	3.7
	28-37	49	31.5
	38-47	68	44.4
	Above 48	32	20.4

	Total	155	100
Level Of Education	Certificate	9	5.9
	Diploma	17	10.8
	Degree	85	54.8
	Masters	44	28.5
	Total	155	100
Experience	3-5	13	8.8
	6-10	22	13.9
	Above10	120	77.3
	Total	155	100

Source: own survey, 2024

The general information collected from the respondents (gender, age, level of education and years of experience) was presented hereunder.

The above table shows that, the Gender compositions of the respondents that 28.7 % of respondents were female and the remaining 71.3% of the respondents were male. Both gender is represented well, it's helpful to have different perception from both group about the organizational culture and performance. Educational level of respondents indicated that 5.9 % of respondents were certificate holder and 54.8% of the respondents were degree and above level. Age category indicated that (3.7 %) of respondents were aged between 18-27 years, 31.5% of respondents were aged between 28-37 years, 44.4% of the respondents were aged between 38-47 years and that 20.4% of respondents were aged above 48. This may have implied that most of the employees or respondent stayed for a long year at Ethiopian Airlines so that they have good understanding about their organizational culture and practiced it for so long experienced way of doing things, how to face different problem and how to solve it. Therefore they understood the organizations culture very well.

## 4.2 Descriptive analysis

4.2.1 Power Distance Thank you, and bless you all.

*Table 4.3 Descriptive Analysis for Power Distance*

	N	Mean	Std. Deviation
Employees often expect to be told what to do by their	155	3.79	1.126

supervisors or bosses			
There are more supervisor personnel so that they can help and assist during the day to day operation.	155	3.79	1.097
Important decisions are made at higher level	155	4.10	.965
There is wide salary gap among employees	155	4.15	.968
Grand Mean		3.957	1.039

Source: own servay, 2024

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

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

#### 4.2.2 Collectivist

*Table 4.3 descriptive analysis for Collectivist*

	N	Mean	Std. Deviation
Incentive and bonuses are given according to group performance	155	3.19	1.357
Employees performance is discussed privately	155	3.55	1.158
There is trust with in a group of employees who is assigned together to perform a certain task	155	3.77	.916
In Ethiopia Airlines, I feel like I am part of a team.	155	3.94	.958
Grand Mean		3.61	.847

Source: own servay,2024

Among the four questions about collectivist the level of agreement is shown in table 4.3.the highest mean score is about the question of either employees fell like part of a team or not at Ethiopia Airlines with score of (MEAN=3.94,S.D=0.958) this indicate that employees feel like they are a part of a team at Ethiopia Airlines and the lowest mean score is that incentive and bonuses are given based on group performance the mean score is (MEAN=3.19,S.D=1.35) there for employees at Ethiopia Airlines feels that incentive and bonus are not according to group performance, the question about discussion about performance scored (MEAN=3.55,S.D=1.15) moderately employees think they discuss about their performance privately the trust among employees scored (MEAN=3.77,S.D=0.94)means that employees have trust in each other The overall mean value of each questions score is (MEAN=3.61,S.D=0.847) indicate that employees attitude toward collectivist cultural dimension in average or neutral.

#### 4.2.3 Feminist

*Table 4.4 descriptive analysis for Feminist*

	N	Mean	Std. Deviation
Work is acceptable excuse to neglect family	155	3.46	1.101
Conflict among employees is solved by negotiation and compromise	155	3.70	.969
Employees give more value for relationship among colleagues	155	3.86	.853
Employees are concerned about the quality of work life	155	3.86	.876
Grand Mean		3.724	.88

Source: own servay, 2024

Among the four questions about the feminist dimension the mean score and the standard deviation of each questions are analyzed or presented in table 3 the mean score of how employees are concerned about the quality of work life is the higher score with the (MEAN=3.86,S.D =0.87) this is an indication of that employees want to have high quality of work life and also they care about the relationship among colleagues this is shown in the

question about their relationship with score mean of (MEAN=3.86,S.D=0.853) the lowest question mean score is a question about the balance of work life and family with (MEAN=3.46,S. D=1.10) employees believe that neutral or averagely about the work and family. The overall mean score is (MEAN=3. 72S.D=0.88) this indicate that employees score to ward feminist culture is very high.

#### 4.2.4 Uncertainty avoidance

*Table 4.5 descriptive analysis for Uncertainty avoidance*

	N	Mean	Std. Deviation
There is a strong emotional need for rules among employees even if the rules don't work	155	2.96	1.127
There is a belief among employees expert and technical solution for any work related difficulty	155	3.43	.993
There is an emotional need to be busy and inner urge to work harder	155	3.55	.975
Top managers are concerned with daily operations	155	3.39	1.054
Grand Mean		3.33	1.03

Source: own servay,2024

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

#### 4.2.5 Performance

*Table 4.6 descriptive analysis for Performance*

	N	Mean	Std. Deviation
My organization examines targets given for employees or teams against the planned objectives.	155	3.77	1.074
I deliver my work assignment timely.	155	4.01	.915

I rate the quality of my work performance excellent.	155	4.15	.791
I focused on the Positive aspects of a work situation, instead of on the negative aspects.	155	4.25	.632
I spoke with colleagues about the positive aspects of my work.	155	4.09	.724
I understand the link between my performance and my pay	155	3.77	.897
I trust the feedback I receive from my supervisor	155	3.91	.893
Overall, my organization is performing well, I understand the company's financial picture	155	4.01	.912
Our organization has good relationships with our customers	155	4.01	.897
Grand Mean		4.018	0.766

Source: own survey, 2024

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

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

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

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

### 4.3 Correlation analysis

Table 4.7 Correlation

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

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

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

Source own survey, 2024

Pearson correlation is conducted to determine what kind of relationship do the organizational culture dimension that are used to conduct this research have with employee performance the result is presented in table. According to the finding cultural dimension has a positive correlation with employees performance variables regarding power distance have significant

positive relationship with coefficient of correlation ( $r=.21, p<0.05$ ), collectivist cultural dimension ( $r=0.38, p<0.05$ ) feminist cultural dimension has a positive and moderate level of correlation with employee performance with ( $r = 0.458, p<0.05$ ), the other dimensions uncertainty avoidance have a positive correlation with coefficient ( $r=0.26, p<0.05$ ) the overall result of the correlation result imply that all the organizational cultural variables have a positive relation with employees performance.

## **4.4 Regression analysis**

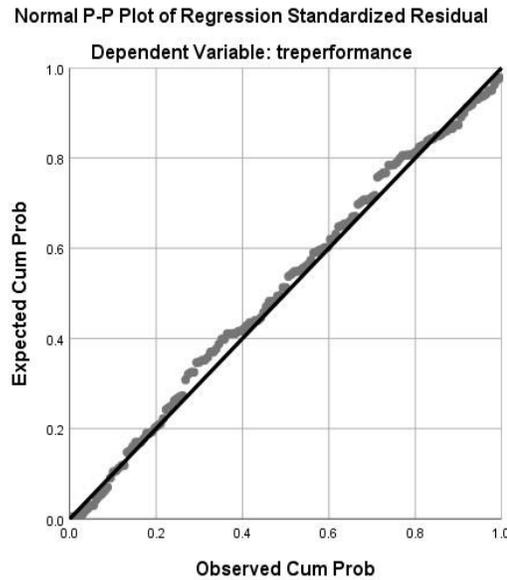
### **4.4.1 Assumptions**

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

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

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

#### 4.4.1.1 Linearity

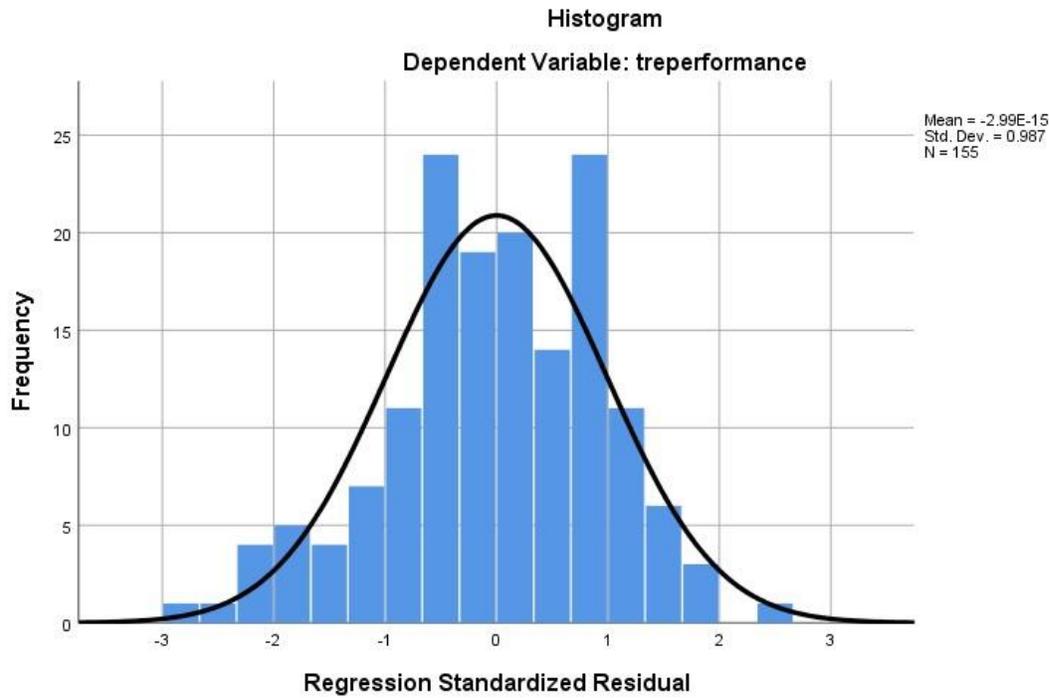


Source own survey,2024

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

#### 4.4.1.2 Normality test

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



Source own survey, 2024

#### 4.4.1.3 Multicollinearity

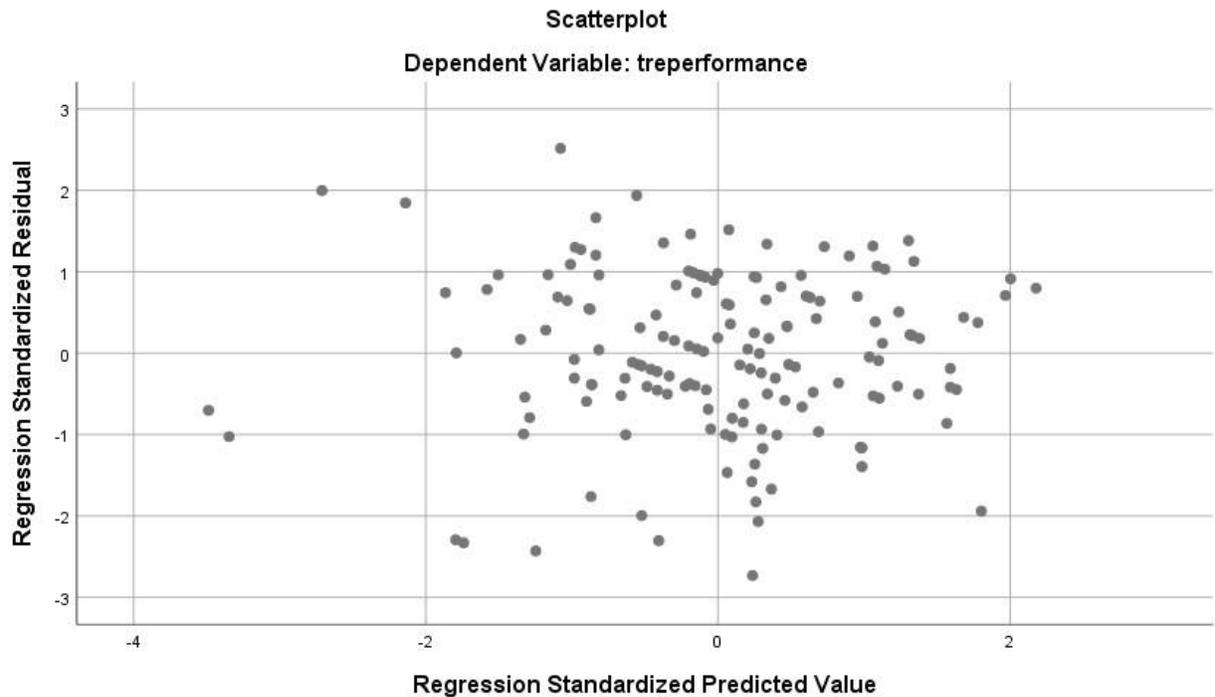
When independent variables highly correlate with each other Multicollinearity happens the analysis of Multicollinearity test indicate that Tolerance is greater than 0.1, and the average variance inflation factor (VIF) is greater than less than 10, as it is shown in the table therefore Multicollinearity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

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

a. Dependent Variable: employee performance

Source own survey, 2024

#### 4.4.1.4 Homoscedasticity



Source: own survey, 2024

This assumption states that the variance of error terms is similar across the values of the independent variables. A plot of standardized residuals versus predicted values can show whether points are equally distributed across all values of the independent variables. A scatterplot of residuals versus predicted values is a good way to check for homoscedasticity as it is shown in the above figure. The spread of the residuals was fairly constant at each point of the predictor variables (or across the linear model).

#### 4.4.2 Regression Analysis

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

To determine how organizational culture in Ethiopia Airlines has an impact on company performance and since the study contains more than one predictor to identify how strong each variable can predict the performance, the multiple linear analysis beta value for each variable is presented in table 4.9.

Table 4.9 multiple linear regression

**coefficients <sup>a</sup>**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		Std. Error	Beta		
1 (Constant)	2.026	.259		7.827	.000
Power distance	.051	.044	.082	1.155	.250
collectivist	.163	.045	.256	3.588	.000
feminist	.251	.048	.366	5.210	.000
Uncertainty avoidance	.082	.049	.119	1.665	.098

a. Dependent Variable: Company performance

Source own survey, 2024

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

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

**Model Summary <sup>b</sup>**

R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		Sig. F Change
				R Square Change	F Change	
.561 <sup>a</sup>	.315	.496	.43482	.315	17.225	.000

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

b. Dependent Variable: Company performance

Source own survey 2024

The coefficient of regression which is represented by R square which is 31.5 percent measures that the goodness of the fit of the variables in explaining the variation in performance. the proportion of

the dependent variable that can be explained by the independent variables can be explain by the adjusted R square value From the regression result, the coefficient of determination, adjusted R Square is computed to be 0.496 This implies that 49.6 percent organizational culture practice at Ethiopian Airlines can explain the employee's performance the rest 50.4 percent of Company performance is explained with different factures that are not included in this study.

The regression coefficient result of power distance dimension was denoted as ( $\beta = .051$ ,  $P > 0.05$ , and with person correlation a low score of 0.213 with Sig 0.008 which is less than 0.05) and in this relation, power distance could only able to explain the dependent variable with 8.2% which is also the significance coefficient 0.25 is above the p value of 0.01 from the result of the regression analysis.

The regression coefficient result of collectivism dimension in Ethiopian Airlines is ( $\beta = 0.163$ ,  $P < 0.01$  as Sig.000, and collectivism can explain performance 25 percent which implies that collectivism have a positive and significant impact on company performance is due to the change in the collectivism culture, assuming without all other variables, performance can be improved.

The regression coefficient result of feminist's dimension in Ethiopian Airlines is ( $\beta = 0.25$ ,  $P < 0.01$  as Sig.000, feminist can explain performance 36 percent, assumed all other variables are being constant, which entails that feminists culture dimension has positive relationship and impact on company performance. The regression coefficient result of uncertainty avoidance was denoted as ( $\beta = 0.082$ ,  $P > 0.01$ , and in this relation, uncertainty avoidance could only able to explain the dependent variable with 11.9 % which is also the significance coefficient 0.098 is above the p value of 0.05.

## **CHAPTER FIVE**

### **CONCLUSIONS AND RECOMMENDATION**

#### **5.1 Summery**

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

The result from Pearson product moment correlation coefficient revealed that, there is positive relationship between employee performance and power distance, collectivist, feminist and uncertainty avoidance cultural dimensions but power distance and uncertainty avoidance have a very low correlation

In multiple regression feminist and collectivist cultural dimension have an impact on Company performance according to the data collected there is a the present of high power distance at Ethiopian Airlines might be expected to produce a conducive context for good organizational performance the correlation analysis and regression coefficient imply that the impact in employees performance is insignificant the practice of high power distance is not in favor of empowering employees and encourages involvement and employees are bounded by riles and regulation

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

#### **5.2 Conclusion**

The major objective of this study was to investigate the effect of organizational culture on organizational performance in the context of Ethiopian Airlines. To accomplish this, the determinants of organizational culture variables (power distance, collectivist, feminist, uncertainty avoidance and the Dependent variable is Employee performance) are used, and the study also attempts to address the research objectives given in the introductory section. The self-administered questionnaire utilized in the study. The data is analyzed using descriptive and inferential statistics in the Statistical Package for Social Science (SPSS) software version 20. The researcher has put all the multiple regression assumptions to the test.

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

The objective of this study is to investigate the impact of organizational culture on company performance in Ethiopian Airlines the descriptive and correlation analysis show that all of the four cultural dimensions have a positive relation with company performance. The result show that there is a high Power distance among employees this is an indication of the presence of hierarchal structure and a more centralized power on decisions and moderate level of collectivist or group mentality employees can perform both individually and also there is a trust among employees to perform as a group. Feminist culture also highly practiced this is a good implication of that both male and female have modest, tender thought about work place and they care about the quality of work life this is a very good culture that impact performance. Uncertainty avoidance culture is almost average at Ethiopian Airlines this is related with accepting formalization or avoiding different situation employees nether avoid new situation nor want to face it.

### **5.3 Recommendation**

Based on the study finding and overall result, the following recommendations are forwarded to the concerned bodies.

- Improved employee's performance can be ensured by the existence of strong organizational culture. Therefore, management and leadership of an organization should

maintain to the existing strong culture and heavily invest to develop those aspects of an organization culture, which needs improvement. The focus of organizational culture improvement should be on teamwork, innovation, and participation in decision making process among others.

- For industry trailing a corporate culture, airline can't be successful with a specific strategy Competitive strategy is a never-ending process developing and implementing is not enough, Ethiopian airline must assess the corporate culture feedback and take fitting decision to attain the objective and advance airline competence. Ethiopian airline has confronted challenges with incessant advancement and reached brilliance after 75 years of their operational performance. As was aforementioned, a company that is attempting to strive with a certain generic strategy cannot solely concentrate on significant practices.
- Motivation of an employee very much important to promote innovation within an organization. Innovation is a key for an organization to achieve its goals and objectives. As indicated in this study finding, almost half of the employees reported that there is no encouragement to come up with innovative ideas in the sample organizations. This show that half of the labor force of the organization is not motivated, therefore, cannot be innovative. Therefore, the management and leadership of the organizations should emphasize on pursuing strategies that improve employees' motivation so as to facilitate creation of new idea by developing stress free the working environment.
- If an airline desires to surpass the competition, it must exceed at the critical and most statistically significant practices acknowledged in this research. These findings have significant real-world inferences for managers responsible for the development, implementation, or execution of good organizational culture strategies in organizations. The relationship between corporate culture and organizational performance must be openly communicated to frontline personnel so that they have a clear understanding of the airline's ultimate objective.
- Based on this study the following recommendations are suggested the organizations cultural and practice ethical behavior of employees. And there is cultural quality that Ethiopian Airlines possess like feminists culture it need to be nurtured and protected and developed even more group mentality need to be appreciate more and continue to be practiced, a group can perform better than individual.

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

### **5.3 Limitation and suggestion for future researchers**

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

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

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**Questioner**

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

**Thank you very much in advance for your cooperation!!**

**General Instructions**

1. Please indicate your answer for general information among the alternatives.
2. Please indicate your answer by choosing among the option
3. Please select only one among the options given from 1 up to 5

**1=strongly disagree 2= Disagree 3= neutral 4= Agree 5= strongly agree**

**General information.**

1. Please indicate your Sex Male  Female
2. Age 18-27  28-37  38-47  48 and above
3. Level of education Certificate  Degree  Diploma  Masters & Above
4. Years of service at Ethiopia Airlines below 3 years  3 – 5 years  6- 10 years  10 years

<b>Power distance</b>	1	2	3	4	5
1. Employees more often expect to be told what to do by their supervisors or bosses					
2. There are more supervisor personnel so that they can help and assist during the day to day work time					

3. Important decisions are made at the higher level					
4. There is a wide salary gap between high level middle level and lower level employees					
<b>Collectivist</b>					
1.Incentive and bonuses are given according to group performance					
2.Employees performance is discussed privately					
3.There is trust with in a group of employees who is assigned together to perform a certain task					
4.In Ethiopia Airlines, I feel like I am part of a team.					
<b>Feminine vs. masculine</b>					
1.work is acceptable excuse to neglect family					
2.Conflict among employees is solved by negotiation and compromise					
3.Employees give more value for relationship among colleagues					
4. Employees are concerned about the quality of work life					
<b>uncertainty avoidance</b>					
1.There is a strong emotional need for rules among employees even if the rules don't work					
2.There is a belief among employees expert and technical solution for any work related difficulty					
3.There is an emotional need to be busy and inner urge to work harder					
4.Top managers are concerned with daily operations					
<b>Performance</b>					
1.My organization examines targets given for employees or teams against the planned objectives.					
2.I deliver my work assignment timely.					

4.I rate the quality of my work performance excellent.					
5.I focused on the Positive aspects of a work situation, instead of on the negative aspects.					
6.I spoke with colleagues about the positive aspects of my work.					
7.I understand the link between my performance and my pay					
8.I trust the feedback I receive from my supervisor					
9.Overall, my organization is performing well, I understand the company's financial picture					
10.Our organization has good relationships with our customers					