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THE EFFECT OF ORGANIZATIONAL CULTURE ON EMPLOYEE SATISFACTION

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MASTERS OF HUMAN RESOURCE MANAGEMENT

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ACRONYMS

CVF: Competing Values Framework

HRM¬: Human Resource Management

SET: Social Exchange Theory

ABSTRACT

The primary objectives of this research are to investigate the nature and the extent of organizational culture effect on the employee satisfaction and also to examine the relationship between organizational culture and employee satisfaction in Simegn Kebede Health Center. The study adopted survey research design. The population of the study is the employees of the Simegn Kebede Health Center who work at addis ababa. Both primary and secondary data were used for this study, primary data was collected through questioners administered to the selected respondents. Sample size is the total population which is N=180.therefore the researcher takes 124 employees. To analyze the data, the researcher used descriptive statistics SPSS software was used in analyzing the collected data. The results show that strong ethical standards, open communication, and teamwork generate a healthy corporate culture that greatly increases worker satisfaction and promotes organizational growth. On the other hand, a bad culture can cause low morale, high employee turnover, and slowed organizational growth. The organization should reinforce sustainability through regular training, communication, leadership messaging, and embedding sustainability in its mission, values, and strategic objectives. It should also enhance stakeholder engagement, develop a risk assessment framework, and provide training to employees. Implementing these recommendations can strengthen the organization's position as a sustainability leader; enhance employee morale, customer loyalty, and long-term resilience.

Key words: - organizational culture, disabilities, employee satisfaction, organizational growth

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Organizational culture has been widely recognized as a key factor influencing employee attitudes and behaviors, including job satisfaction (Schein, 2010). Research has consistently demonstrated the significant role of organizational culture in shaping employee satisfaction levels.

One key aspect of organizational culture is the degree of alignment between individual and organizational values. According to the person-organization fit theory (O'Reilly et al., 1991), employees who perceive a strong fit between their personal values and the organization's values tend to experience higher levels of job satisfaction. When employees feel that the organization's culture aligns with their own beliefs and preferences, they are more likely to be engaged, committed, and satisfied with their work (Rashid et al., 2003).

Organizational cultures that foster open communication, employee empowerment, and work-life balance have been associated with greater job satisfaction (Lok & Crawford, 2004). For example, a study of Australian and Hong Kong organizations found that a culture characterized by supportive leadership, participative decision-making, and emphasis on human resource development was positively related to employee job satisfaction and organizational commitment (Lok & Crawford, 2004).

Conversely, organizational cultures with excessive bureaucracy, micromanagement, and lack of recognition have been linked to lower levels of employee satisfaction (Belias & Koustelios, 2014). In such environments, employees may feel constrained, undervalued, and unable to contribute meaningfully, leading to job dissatisfaction and potentially higher turnover rates.

The influence of organizational culture on employee satisfaction is not limited to a single aspect of culture; rather, it is a complex interplay of various cultural dimensions, including leadership style, communication patterns, decision-making processes, and overall work environment (Schein, 2010). Understanding this multifaceted relationship is crucial for organizations aiming to create a positive and fulfilling work experience for their employees.

By fostering an organizational culture that aligns with employee values, promotes open communication, and supports employee development and well-being, organizations can enhance employee job satisfaction, which in turn can lead to improved organizational performance, increased retention, and a more engaged workforce (Rashid et al., 2003).

Organizational culture is a key factor that influences employee satisfaction and performance. A positive culture that promotes open communication, collaborative teamwork, and work-life balance leads to higher satisfaction and commitment. Conversely, a culture that prioritizes hierarchical control, excessive workloads, and lack of work-life balance can lead to dissatisfaction, burnout, and turnover. Dimensions like team orientation, innovative thinking, attention to detail, and a results-oriented focus influence employee perceptions and attitudes. Employees who perceive their organization's culture aligning with their values and expectations tend to have higher job satisfaction, commitment, and performance. Satisfied employees contribute to quality service, productivity, innovation, and act as ambassadors, enhancing the organization's competitiveness and long-term success. Therefore, organizations must cultivate a positive culture that meets their workforce's needs and expectations.

1.2 STATEMENT OF THE PROBLEM

In some work organizations employees not satisfied on their work environment especially disability employees, therefore there is an evidence of suboptimal client service and inadequate server network performance attributed to certain managerial practices. These practices include engaging in non-work-related activities such as chatting, viewing movies, and listening to music during work hours, as well as instances of absenteeism, tardiness, and early departure. Furthermore, there are reports of negative employee attitudes, including a lack of responsiveness towards customer needs. Decreased employee morale and satisfaction a negative culture characterized by toxic behaviors, lack of respect, or unfair treatment can significantly decrease employee morale and satisfaction. When employees feel undervalued, unsupported, or subjected to unethical practices, they are more likely to become disengaged, demotivated, and dissatisfied with their work. This can lead to decreased productivity, higher absenteeism, and higher turnover rates, all of which hinder organizational development.

In Addition, the researcher consider it a big problem ensuring that those with impairments, such as the disabilities like deaf and blind, have equitable access to chances for growth and promotion

within the firm is vital in fostering a positive company culture and strong work ethics. By putting in place inclusive rules and procedures that aid in their professional development, this can be accomplished. There are large gaps in the services now provided for people with disabilities, making it difficult to accommodate their unique needs and preferences. Many persons with disabilities still encounter obstacles while trying to get the services they want, which lowers their quality of life in general. Furthermore, barriers to pursuing desired career prospects and applying their knowledge and experience endure even after they are hired. Moreover, there is a dearth of emphasis on inclusion and accommodations for people with disabilities in the work cultures and organizational cultures that are prevalent in many of the institutions across our nation.

In most organizations cannot offer sign language interpreting services to deaf individuals at meetings, training sessions, and significant company events. Organizations cannot allow deaf employees to fully engage and contribute their thoughts, ideas, and expertise by providing these services. Similar to this, businesses cannot help people who are blind interact with documents, reports, and other work-related materials by offering assistive technologies and tools like screen-reading software or Braille materials. Businesses can enable blind employees to work effectively and efficiently by investing in accessible technologies. Companies cannot also give workshops and training courses that educate people about disability inclusion and offer tips on how to make the workplace inclusive of people with disabilities. Through providing employees with education regarding the distinct requirements and talents of individuals who are deaf or blind, firms cultivate a climate of compassion, comprehension, and cooperation.

Furthermore, there is no developing buddy or mentorship programs can help people with disabilities including the deaf and blind integrate and advance professionally. Assisting them in collaborating with seasoned peers who offer direction, encouragement, and chances for skill enhancement will greatly boost their professional growth inside the company. Organizations that put a high priority on the professional growth and inclusion of people with disabilities show their dedication to diversity and foster an atmosphere where everyone may succeed. This improves employee loyalty, retention, and overall organizational success in addition to drawing in top talent.

Organizations that value diversity and inclusion can create a supportive environment for employees with disabilities. This includes providing accessible communication channels and implementing inclusive policies. This not only enhances employee satisfaction but also promotes

professional development. A work environment that respects the unique needs of deaf and blind employees can lead to innovation, creativity, and problem-solving, ultimately driving the organization's growth and success.

1.3 RESEARCH QUESTION

1. How does the organizational culture impact the level of employee satisfaction?
2. What is the relationship between organizational culture and employee satisfaction?
3. What are the key dimensions or characteristics of the organizational culture that influence employee satisfaction?
4. What are the specific organizational cultural factors that either enhance or undermine employee satisfaction?

1.4 OBJECTIVES OF THE STUDY

1.4.1 GENERAL OBJECTIVES

The main objective of the paper is to investigate the effect of organizational culture on employee satisfaction.

1.4.2 SPECIFIC OBJECTIVES

1. To examine the effect of organizational culture on the level of employee satisfaction.
2. Determine the relationship between organizational culture and employee satisfaction.
3. To determine the key dimensions and characteristics of the organizational culture at that influence employee satisfaction.
4. To determine the specific organizational cultural factors that enhances or undermines employee satisfaction.

1.5 SIGNIFICANT OF THE STUDY

The study highlights the importance of organizational culture in fostering a healthy work environment, enhancing employee happiness satisfaction. It suggests that a company with a healthy culture that values open communication, mutual respect, and a supportive work environment can improve employee satisfaction levels. Strong work ethics, such as honesty, justice, and accountability, lead to higher levels of employee loyalty, job satisfaction, and engagement. This also impacts competitiveness and organizational performance. A positive workplace culture encourages creativity, teamwork, and information sharing, enhancing organizational performance. The study contributes to the body of knowledge on HRM and organizational behavior, offering theoretical insights and empirical data. Future research should explore specific dimensions and factors within these constructs, such as leadership styles, communication practices, ethical decision-making, and organizational values.

The study emphasizes the importance of creating an inclusive organizational culture that prioritizes accessibility and accommodations for employees with disabilities. This promotes equal opportunities, reduces barriers, and fosters a sense of belonging. It also aims to improve employee satisfaction and well-being by addressing the unique challenges faced by employees with disabilities. Disability inclusion can drive organizational performance and innovation by bringing diverse perspectives, skills, and talents to the organization.

1.6 SCOPE OF THE STUDY

The purpose of this study is to investigate how organizational growth affects the experiences, contentment and productivity of employees. Through an analysis of these processes, the research aims to offer insights that can assist businesses in establishing work cultures that are more supportive and inclusive. It is anticipated that the results will add to the larger conversation on disability inclusion and guide the creation of best practices for successfully integrating disabled workers into the workforce. And the study aims to explore theoretical concepts related to organizational culture and employee satisfaction, within a conceptual framework. It will incorporate existing frameworks and theories, such as the Job Characteristics Model, the Three-Component Model of Organizational Commitment, and the Competing Values Framework, to provide a comprehensive understanding of these topics. The target scope of the study is chosen to provide access to relevant data from various levels within the organization, including front

line staff, supervisors, managers, and executives. The research methodologies, data gathering strategies, and data analysis processes are determined by the methodological scope.

1.7   LIMITATION OF THE STUDY

The study has limitations, including reliance on self-report measures for assessing employee satisfaction, which can be subject to biases like social desirability, and the potential for generalizability due to the focus on specific organizations. Establishing causal relationships between organizational culture, work ethics, employee satisfaction, and development can be challenging due to cross-sectional designs and reverse causality. Additionally, subjectivity in assessing and interpreting these constructs can introduce biases. To address these limitations, the study can employ rigorous qualitative data analysis techniques, such as inter-coder reliability checks and triangulation of multiple perspectives. The investigation faced constraints such as respondents' confusion about corporate culture, budgetary limitations, and insufficient source papers, which affected the accuracy of the collected information. Despite these challenges, efforts were made to improve understanding, maximize resources, and maintain flexibility in scheduling.

1.8   DEFINITION OF TERMS

Organizational culture:- Organizational culture encompasses beliefs, assumptions, values, and interactions within an organization, influencing member behavior, expectations, and expectations, and includes vision, values, norms, and symbols(Needle, 2004).

Employee Satisfaction:- Workplace satisfaction is a crucial factor in worker engagement, well-being, and organizational commitment, encompassing elements such as work-life balance, pay, perks, and professional growth prospects.

Employee Engagement:- Employee engagement refers to the emotional commitment and involvement of employees in their jobs and the company, resulting in increased productivity, satisfaction, and organizational commitment.

Organizational Values:- Organizational values shape culture, habits, and decision-making, guiding stakeholders and workers. Examples include integrity, collaboration, customer focus, innovation, and social responsibility.

Organizational Effectiveness:- The effectiveness of an organization is influenced by various factors such as financial performance, customer satisfaction, employee engagement, innovation, change adaptability, stakeholder expectations, leadership, organizational culture, operational efficiency, and strategy alignment.

ORGANIZATION OF THE RESEARCH

Chapter one will introduce the paper and contains the background, statement of the problem, research question, objectives, significance of the study, scope of the study, limitation, and definition of terms of the study. Chapter two will review both theoretical and empirical literatures on organizational culture and employee job performance. Chapter three will discuss about the research methodology how the researcher will do his entire research work from data collection to analyzing. Chapter four will interpret or discuss the result or findings and Chapter five will conclude and give necessary recommendations or suggestions based on the findings.

CHAPTER TWO

REVIEW OF LITRATURE REVIEW

2.1 THEORETICAL REVIEW

2.1.1   Organizational culture

Organizational culture theories offer diverse perspectives on the nature and function of culture within organizations. Edgar Schein's seminal work proposes a three-level model consisting of artifacts, espoused values, and underlying assumptions, emphasizing the deep-seated beliefs that drive behavior (Schein, 1985). Geert Hofstede's cultural dimensions framework identifies dimensions such as power distance, individualism vs. collectivism, and uncertainty avoidance, providing a cross-cultural perspective on organizational behavior (Hofstede, 1984). Charles Handy's cultural typology categorizes organizations into power culture, role culture, task culture, and person culture, highlighting how different cultures manifest in organizational structures and practices (Handy, 1993). Additionally, the Competing Values Framework developed by Cameron and Quinn identifies four culture types—clan, adhocracy, market, and hierarchy—based on their focus on internal vs. external integration and flexibility vs. control (Cameron & Quinn, 2011). These theories offer valuable frameworks for understanding, analyzing, and managing organizational culture, enriching our comprehension of its role in shaping organizational dynamics and outcomes.

Organizational Culture and Its Impact:- The common values, attitudes, and customs that shape behavior and procedures inside an organization are referred to as its organizational culture. To increase employee happiness and create an atmosphere where all workers, including those with disabilities, can participate successfully, a business must have a positive and inclusive culture. Studies show that companies with robust, welcoming cultures foster higher performance and creativity in addition to raising employee morale and engagement (Gelfand, Leslie, Keller, & de Dreu, 2020).

Organizational Culture with Organizational Development:- The ideas of organizational development (OD) and organizational culture are closely connected and have a big impact on how well a company can accomplish its strategic goals. For a business to promote development,

creativity, and employee pleasure, organizational culture must be in line with OD efforts. By ensuring that OD initiatives are successfully woven into the structure of the company, this alignment promotes long-lasting transformation and enhanced output.

2.1.2 Model of Organizational Culture

2.1.2.1 Edgar Schein's Model of Organizational Culture

Edgar Schein (1985) introduced a model that views organizational culture as having three levels:

Artifacts: These are the visible, tangible elements of an organization's culture, such as dress codes, office layout, and formal processes. Artifacts are easy to observe but hard to decipher.

Espoused Values: These are the explicitly stated values and norms preferred by an organization, such as mission statements and organizational goals. They represent the desired culture.

Basic Underlying Assumptions: These are the unconscious, taken-for-granted beliefs, perceptions, and thoughts that truly drive behavior in the organization. They are the essence of culture, deeply ingrained and difficult to change.

Schein's model helps in understanding that culture is not just what is visible on the surface but is deeply embedded within the organization's core beliefs and assumptions.
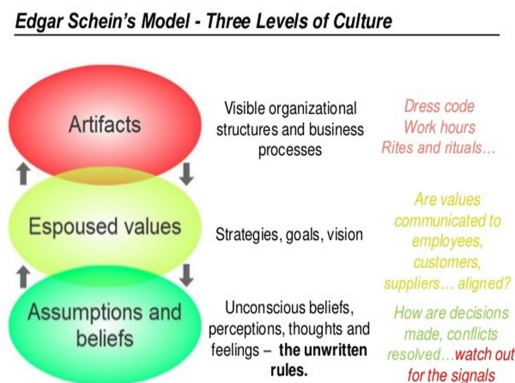
Figure 1:- Edgar Schein's Theoretical Framework and Organizational culture

2.1.2.2 Geert Hofstede's Cultural Dimensions Theory

Schein's model can be modified to include the impact of digital transformation on artifacts and the evolution of espoused values in response to global challenges such as sustainability and diversity. By integrating contemporary issues, we can better understand how organizational culture adapts and evolves.

Hofstede's dimensions can be adapted to analyze subcultures within organizations, especially in multinational corporations. Additionally, incorporating the influence of globalization and digital communication can provide a modern perspective on how these cultural dimensions interact in contemporary organizations.

Geert Hofstede (1980) developed a framework for understanding cultural differences based on six dimensions:

Power Distance: The extent to which less powerful members of organizations accept and expect unequal power distribution.

Individualism vs. Collectivism: The degree to which individuals are integrated into groups or are expected to take care of themselves.

Masculinity vs. Femininity: The preference for achievement, heroism, and material rewards (masculinity) versus cooperation, modesty, and quality of life (femininity).

Uncertainty Avoidance: The extent to which members of a culture feel uncomfortable with uncertainty and ambiguity.

Long-term vs. Short-term Orientation: The focus on future rewards (long-term) versus past and present (short-term).

Indulgence vs. Restraint: The degree to which a society allows relatively free gratification of basic and natural human desires.

Hofstede's dimensions provide a basis for understanding how national cultures influence organizational behavior and practices, making it particularly useful for multinational organizations.
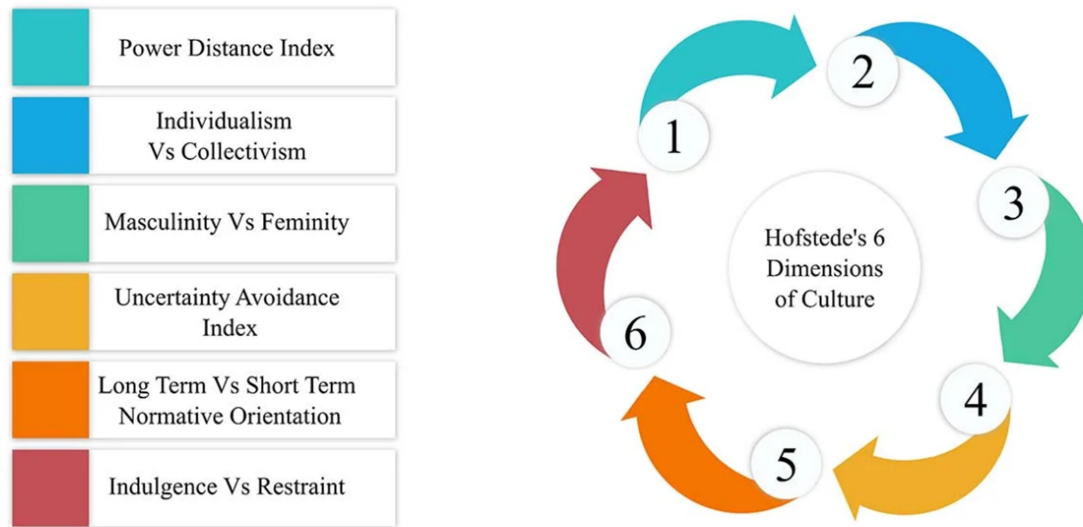
Figure 2:- Geert Hofstede's Cultural Dimensions Theory

2.1.2.3 Cameron and Quinn's Competing Values Framework (CVF)

The CVF can be enhanced by integrating elements of hybrid cultures that combine aspects of different cultural types to adapt to dynamic environments. Additionally, considering the impact of remote work and digital collaboration tools can offer insights into how organizational culture is shifting in the digital age.

Cameron and Quinn (1999) developed the Competing Values Framework to categorize organizational culture into four types based on two dimensions: flexibility vs. stability and internal vs. external focus.

Clan Culture: Emphasizes an internal focus and flexibility, fostering a family-like environment with a focus on mentoring, nurturing, and participation.

Adhocracy Culture: Emphasizes flexibility and external focus, promoting innovation, creativity, and risk-taking.

Market Culture: Emphasizes stability and external focus, focused on competition, achieving measurable goals, and productivity.

Hierarchy Culture: Emphasizes internal focus and stability, characterized by structured environments, formal rules, and control.

The CVF helps organizations diagnose their culture and understand how to align it with their strategic goals. It also provides insights into the competing demands that organizations face and how they balance these demands.
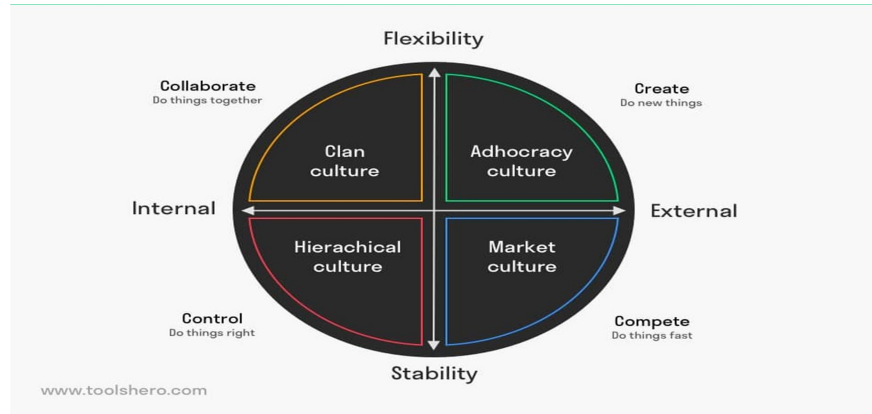
Figure 3:- Cameron and Quinn's Competing Values Framework (CVF)

2.1.2.4 Deal and Kennedy's Cultural Framework

Deal and Kennedy's framework can be expanded to include the influence of social media and digital communication platforms on the cultural network. This modification acknowledges the role of technology in shaping modern organizational culture and the ways values and rituals are communicated and upheld in virtual environments.

Deal and Kennedy (1982) identified four key elements that shape organizational culture:

Values: The core beliefs and principles that guide behavior within the organization.

Heroes: Individuals who exemplify the organization's values and serve as role models.

Rites and Rituals: The formal and informal practices that reinforce the culture, such as ceremonies and celebrations.

Cultural Network: The communication system through which cultural values are transmitted and maintained, including stories, myths, and informal communication channels.

This framework emphasizes the symbolic and social aspects of culture, highlighting the importance of shared values and the role of leaders in shaping and maintaining culture.

2.2 CONCEPTS OF ORGANIZATIONAL CULTURE

Organizational culture, encompassing shared values, beliefs, behaviors, and norms, profoundly influences employee conduct, organizational performance, and overall effectiveness (Schein, 1985; Hofstede, 1984). Understanding its dimensions is crucial; frameworks like Schein's Model and Hofstede's Cultural Dimensions offer valuable insights into its multifaceted nature (Schein, 1985; Hofstede, 1984). Moreover, typologies such as Handy's Cultural Typology and Denison's Organizational Culture Model provide additional lenses through which to analyze and comprehend organizational cultures (Handy, 1993; Denison, 1990). Accurate measurement is essential for effective management; utilizing tools like surveys, interviews, and cultural audits facilitates this process (Cameron & Quinn, 2006). Theoretical perspectives offer diverse views: functionalists highlight culture's stabilizing role, interpretivists emphasize individual sense-making, and critical theorists scrutinize power dynamics (Martin, 2002). Managing cultural change poses challenges, necessitating strategic leadership, effective communication, and organizational development interventions (Cameron & Quinn, 2006). Cultivating inclusive cultures is imperative in today's diverse workforce, promoting collaboration and innovation (Hofstede, 1984; Martin, 2002). Empirical studies underscore the link between organizational culture and performance outcomes, illuminating its role in shaping financial performance, innovation, and employee engagement (Cameron & Quinn, 2006). Case studies offer practical insights, illustrating successful culture management strategies or the repercussions of cultural issues (Schein, 2010). Finally, future research directions could explore areas such as the impact of remote work on culture and cross-cultural management in global organizations (Martin, 2002). This synthesis contributes to advancing our understanding of organizational culture by critically evaluating existing literature and identifying avenues for further investigation.

2.3 LEVELS OF ORGANIZATIONAL CULTURES

2.3.1 Robert A. Cooke's Model of Organizational Culture

The Model of Organizational Culture by Robert A. Cooke Cooke (1987) defined an organization's culture as the conduct of its members in the workplace that guarantees development and stability in the future. He asserts that organizations have one of the following three kinds of cultures.

Constructive Culture: Some companies promote positive interactions among their staff members. People are free to debate issues, share ideas, and trade information in order to come up with a creative solution that benefits everyone. When workers believe they are being ignored and are not free to express their opinions, conflicts occur. A positive workplace culture promotes conversation; idea sharing among staff members inspires them and ultimately brings out the best in them. A positive, supportive, self-actualizing, and achievement-oriented culture are its defining characteristics. While self-actualizing refers to the type of culture where an individual maintains motivation and fulfills their full potential, achievement refers to a positive culture that assists employees in reaching goals within the allotted time. On the other hand, encouragement refers to the idea that a positive workplace culture encourages staff members to give their all and work hard to improve the organization's reputation. It also has an associated aspect that involves staff members refraining from unwarranted conflict and fostering a supportive environment (Cooke, 1987).

Passive Culture: In a passive culture, employees act counter to what they believe to be right and ideal, and their primary goal is to win over their superiors and maintain a safe and secure position inside the company. Employees in such a society grudgingly observe the rules and regulations in an attempt to save their jobs. A passive culture is characterized by avoidance, conventionality, approval, and dependence. The qualities of approval refer to a culture in which employees lack autonomy in making decisions. Before putting any ideas into practice, they must have their supervisor's approval. The dependent characteristics discuss a culture where employees' performance is dependent on their superiors' decisions and they obediently follow their boss's orders. The conventional characteristics state that employees are bound by the organization's rules and regulations and act only in accordance with the prescribed standards. Conversely, avoidance characteristics refer to the kind of behaviors when employees just follow the company's regulations rather than acting in their own interests or satisfaction (Cooke, 1987).

Aggressive Culture: Aggressive organizational cultures encourage rivalry among staff members. In order for each employee to outperform his or her coworker, they push competition among the staff members. In such a culture, employees seeking their colleague's assistants are often called as incompetent employees. Everyone competes for influence, attention, and earns

respect via hard work. Opposition, power, perfectionism, and competition are the main characteristics of such a society (Cooke 1987).

2.3.2 Components of Organizational Culture

According to Armstrong (2009), organizational culture can be understood through the dimensions of values, norms, artifacts, and management style.

Values:- Values are the core principles and beliefs that guide the behavior and decision-making processes within an organization. They define what is considered important, desirable, and appropriate by the members of the organization. Values shape the organization's culture by influencing the attitudes and behaviors of its employees. They can be explicitly stated, such as in mission statements, or implicitly understood through actions and practices Armstrong (2009).

Norms:- Norms are the unwritten rules and expectations that dictate how members of an organization should behave. These informal guidelines are developed over time and become ingrained in the organizational culture. Norms influence daily activities, interactions, and the overall conduct of employees. They are often enforced through social pressure and the desire for acceptance within the group Armstrong (2009).

Artifacts:- Artifacts are the tangible and visible elements of an organization's culture. These include things like the physical layout of the office, dress codes, logos, ceremonies, rituals, and language used within the organization. Artifacts are the surface-level representations of the deeper values and norms and can provide immediate insight into the organization's culture Armstrong (2009).

Management Style:- Management style refers to the methods and approaches used by leaders to interact with employees, make decisions, and execute tasks. It significantly influences organizational culture by shaping the work environment and determining how employees perceive their roles and responsibilities. Management style can range from authoritarian to participative, each bringing different cultural implications Armstrong (2009).

2.4 EMPIRICAL STUDIES

Shahzad et al. (2014) examined the effect of organizational culture on worker job performance in Pakistani software firms using an empirical study. Primary data were gathered for this survey-based study using questionnaires and interviews, while secondary data were gathered to corroborate the results. The study found that a number of cultural elements had a major impact on job performance, including staff involvement, customer service, reward programs, innovation, taking risks, and communication networks. The findings showed that employee performance is favorably impacted by organizational culture, and that involvement is essential to accomplishing organizational objectives.

Liu et al. (2022) conducted an additional empirical study to investigate the multi-dimensional interaction effect of organizational commitment, culture, and leadership style on employee participation in Taiwanese engineering businesses. To assess the associations between these factors, the study used a thorough methodology that included regression analysis, correlation, and descriptive statistics. The results validated the theory that a favorable corporate culture augments employee engagement and dedication, eventually elevating the general performance of the firm.

Shahzad et al.'s (2014) empirical study, which was centered on Pakistani software firms, discovered that organizational culture had a major impact on workers' job performance. The study made clear how important employee involvement is to reaching company objectives. With a sample of 110 respondents, the study used regression, correlation, and descriptive statistics to come to the conclusion that improved work performance is a result of an organization's favorable culture.

Denison, D. R., et al. (2006) In Ghana's local government sector, Denison's culture model was put to the test in another research. This study showed how an organization's culture influences worker productivity by encouraging flexibility, consistency, engagement, and a clear goal. The study found that by encouraging people to take chances and learn from mistakes, a strong, adaptable culture may increase productivity by coordinating individual efforts with corporate objectives.

Kim and Chang (2019) looked at how organizational culture affects performance over time in their longitudinal study. They found a robust correlation between enhanced organizational performance and cultures that promote creativity and cooperation. This study emphasizes how important cultural components are to an organization's long-term performance and flexibility.

This study used Denison's organizational culture model to do empirical research on a global ITC corporation. It was discovered that characteristics including goals and objectives, customer orientation, core values, and capacity development all strongly influence the success of customer service. According to these results, a good organizational culture that incorporates sustainability concepts improves customer service and overall effectiveness of the business (Metz, Ilieş, & Nistor, 2020).

2.5 Conceptual Framework of Organizational Culture and Employee Satisfaction

The interaction between the guiding principles of ethical conduct within an organization's setting and the underlying values, beliefs, and conventions that define its environment is encompassed under the conceptual framework of organizational culture and employee satisfaction. An organization's identity is based on its organizational culture, which affects everything from employee relationships and leadership styles to communication techniques and decision-making procedures (Schein, 2010). It serves as a lens through which people of the organization understand their duties and responsibilities and establishes standards for appropriate conduct and procedures at work (Cameron & Quinn, 2011).

Employee satisfaction, defined as the contentment employees feel about their work environment and roles, is significantly influenced by organizational culture. A positive organizational culture, characterized by supportive leadership, open communication, and alignment of organizational and personal values, enhances employee satisfaction. When employees feel that their values align with those of the organization, they experience greater job contentment and engagement (Hofstede, 1991). Moreover, leadership that respects and values employees fosters a positive work environment, contributing to higher levels of job satisfaction (Schein, 2004).

Effective communication within the organization builds trust and collaboration, further enhancing employee satisfaction (Schrodt, 2002). Additionally, recognition and fair rewards are

crucial for boosting morale and satisfaction (Johnson & Brown, 2019). Providing career development opportunities also plays a vital role in maintaining high levels of employee satisfaction, as it enables employees to grow and advance within the organization (Clark, 2019). Policies supporting work-life balance are essential for ensuring overall employee well-being and satisfaction (Evans, 2016). The influence of organizational culture on employee satisfaction is also evident in the way it impacts employee motivation, productivity, and retention. A strong, positive culture not only attracts top talent but also reduces turnover rates, as employees are more likely to remain with an organization that meets their psychological and professional needs (Deal & Kennedy, 1982).

Furthermore, fostering an inclusive culture that values diversity and ethical behavior enhances the overall work environment, promoting a sense of belonging and loyalty among employees (Cameron & Quinn, 2011). Ethical leadership is especially crucial because leaders who live according to their moral standards create an example for others to follow, which strengthens the desirable cultural characteristics (Schein, 2010).

The development of the company and employee happiness is directly impacted by the combination of a positive organizational culture and strong employee satisfaction. Strong ethical standards upheld by an organization's good culture foster a welcoming and inclusive workplace where workers feel appreciated and respected (Cameron & Quinn, 2011). Consequently, there is an increase in commitment, motivation, and job satisfaction, which raises performance levels and decreases attrition. Additionally, since workers feel free to voice their opinions and take initiative without worrying about unfair treatment or retaliation, an ethical workplace culture fosters ongoing learning and creativity (Argyris & Schön, 1978).

In actuality, a number of calculated steps must be taken to align corporate culture with employee satisfaction. These include creating and disseminating explicit ethical standards, offering ethics education, and putting in place laws that support accountability and justice. Maintaining the alignment of the company culture with changing ethical norms and objectives requires regular cultural evaluations and feedback systems (Burke, 2017).

The dynamic interaction between these two essential elements of organizational life is highlighted by the conceptual framework of organizational culture and employee satisfaction. Organizations may establish a work environment that not only promotes performance and growth but also maintains the dignity and well-being of all workers by cultivating a culture that fosters ethical conduct and integrating ethical concepts into the organizational fabric (McLean, 2005).
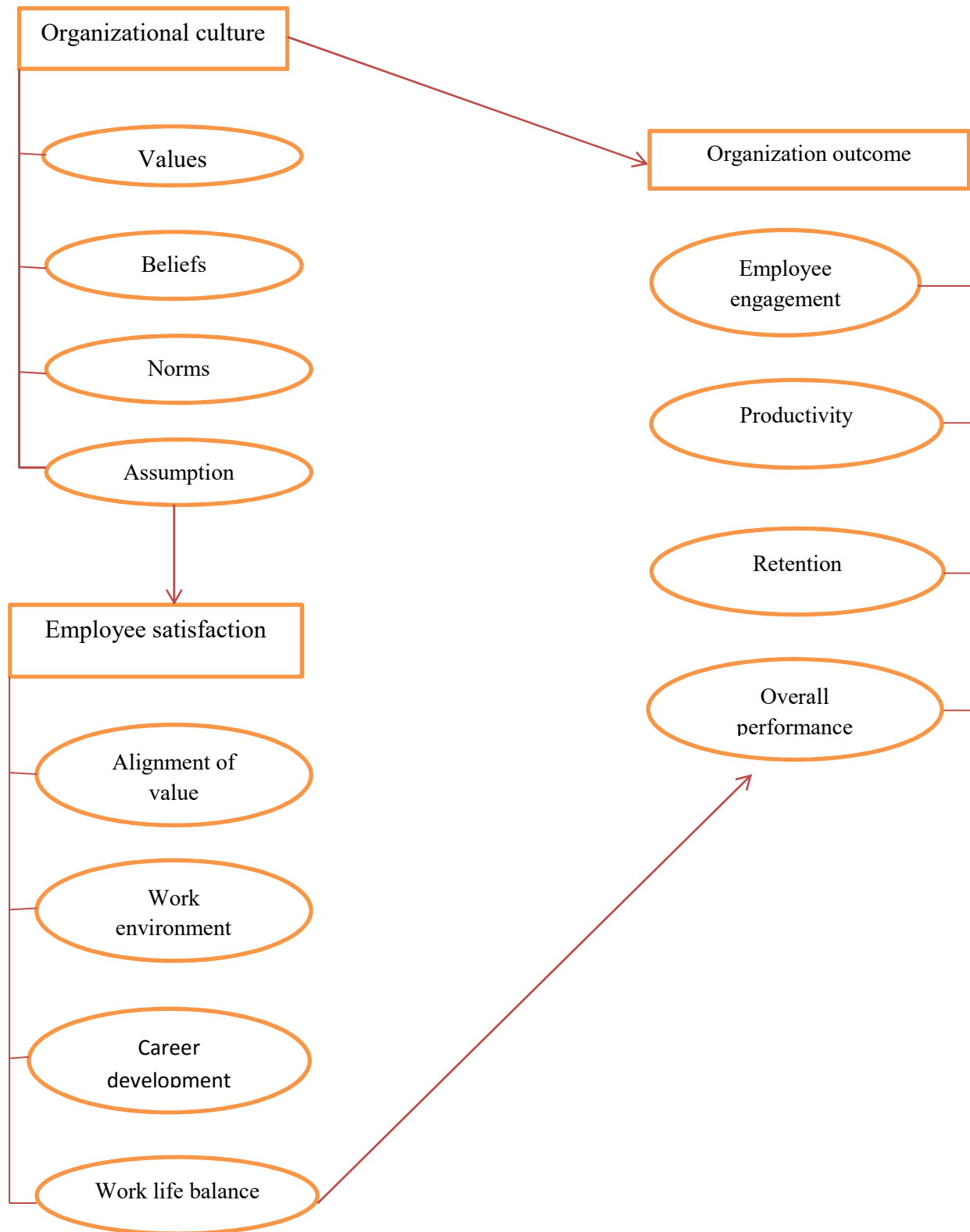
Figure 4:- Conceptual Framework of Organizational Culture and Employee Satisfaction

CHAPTER THREE

RESEARCH METHDOLOGY

To analyze the data the researcher used descriptive statistics like frequencies by using Tables and bar charts in order to show the current dominant culture of the organization. In addition to this to see the effects of organization culture on employee satisfaction variables on employee satisfaction the researcher used spss data analysis.

3.1 RESEARCH DESIGN

The researcher used causal type of research while investigating the effect of organizational culture on employee satisfaction in simegn kebede health center. The causal research type uses to assess the nature of relationship and its extent between independent variable and the depended variable. The organizational culture is independent variable and employee satisfaction is dependent variable that depends on the organizational culture of the organization. The research design selected in this study is a quantitative, to facilitate the explanation of the prevailing cultural type and its effects on employee satisfaction of simegn kebede health center employees. So as to get information from participants and used qualitative like observation to develop research problems.

3.1.1 SAMPLE SIZE AND SAMPLE TECHNIQUE

The researcher selected individuals and obtained a more precise estimate for each stratum using a proportional convenience stratified sampling approach. A more thorough and trustworthy set of data is produced by the stratified sampling approach. The people in the population were workers in Addis Ababa only and collected from simegn kebede hospital. The total population in the organization is 180.

The study will utilize a cluster sampling technique. Cluster sampling involves dividing the population (in this case, the organizational workforce) into groups or clusters based on certain criteria, such as departments. In this study, representative clusters of employees will be randomly selected from different departments within the organization.

The reason for choosing cluster sampling is its practicality in capturing diverse perspectives and ensuring a broad representation of the organizational workforce. By selecting clusters from

different departments, the study can account for variations in organizational culture and work ethics across different areas of the organization.

3.1.2 Data Collection Methods

In order to collect primary data, a well-structured questionnaire is used. Interviews are also carried out for missed data and also for checking data already filled by the respondent. The data consists of the perceptions of respondents gathered through personally administered survey questionnaire and that collect from employees, staff manager, HR manager. The questionnaires used in this research study consist of three (3) sections:

> ➢ The biographical information section;
> ➢ The organizational culture.
> ➢ The employee overall activity section.

In the first part of the research the researcher used scaled like 1-4 it indicates the number the least dominant, the most dominant, the next most dominant and the most dominant view.

The researcher used a 5-point Likert-type scale designed by Rensis Likert; this is a very popular rating scale for measuring ordinal data in social science research. This scale includes Likert items that are simply-worded statements and Participants were requested to select the most appropriate option from a five-point Likert scale, with options ranging from "Strongly disagree" (1), disagree" (2) ,Neutral" (3), agree" (4) and Strongly agree" (5).

3.1.3 SAMPLE SIZE

The formula for calculating sample size using the cluster sampling technique is:

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

Where:

n = Sample size

N = Total population size

e = Margin of error (expressed as a decimal)

In the given research scenario:

- Total population size (N) is 180 employees.

- Margin of error (e) is 0.05, which corresponds to a 5% margin of error.

To calculate the sample size, plug in the values into the formula:

n = 100 / (1 + 100*(0.05) ^2)

n= 124

Therefore, the calculated sample size is approximately 124 employees.

This means that based on the cluster sampling technique and the given population size of 180 employees, selecting a sample size of approximately 124 employees would provide an acceptable margin of error 5%. The researcher takes 124 employees because of budget and time.

3.2 Ethical Considerations:

The studies adhere to ethical guidelines to protect the rights and well-being of the participants.

Confidentiality and Anonymity: All data collected treated with strict confidentiality, ensuring that individual responses are not attributed to specific participants. The identities of the participants kept anonymous to maintain their privacy.

Informed Consent: Informed consent obtained from all survey participants and interviewees. Participants provided with clear information about the study's purpose, procedures, potential risks, and benefits, and they will have the freedom to decide whether or not to participate.

3.3 Data Processing and Analysis

To evaluate and interpret the results, the researchers used a thorough approach to data analysis. Using descriptive statistical tools, descriptive analysis approaches were used to show the processed data in absolute terms. The frequency distribution, mean, standard deviation, and percentage computations were among these instruments.

Carefully assembled, sorted, revised, classed, and coded onto a coding sheet was the acquired data. Next, a computerized data analysis tool more precisely, the SPSS software package was used to examine the data. This made it possible to carefully and methodically review the data that was acquired. The data was methodically presented using a mix of tables and text in order to

clearly convey the research findings. This methodical technique made sure the unprocessed data was presented in an accessible and transparent way, which made it easier to comprehend and derive valuable conclusions from the research.

The thorough data analysis and presentation methods used in this study enhanced the robustness and rigor of the research process, allowing the researchers to draw accurate and perceptive conclusions from the data they had collected.

CHAPTER FOUR

RESULT AND DISCUSSION

INTRODUCTION

The research approach employed for this study was covered in Chapter 3. The study's descriptive statistics for the data are presented in this chapter. Here, the data are presented using the data tables. Frequencies, means, standard deviations, and percentages will all be used in the analysis of the data that is displayed in tables.

4.1   Response Rate of Respondents

Table 1 :- Response Rate

Question distribution	Question returned	%
124	0	100%

As shown in the table 4.1 above concerning indicates that the total number of questions distributed was 124, and the number of questions returned was 0.

4.2 Demographic Factors of Respondent's

Table 2:- Demographic Factors of Respondent's

No	Factors	Categories	Frequency	%
1	Sex	Female	53	42.7%
		Male	71	57.3%
2	Highest Qualification	Degree	56	45.2%
		Masters	9	7.3%
		Level	24	19.4%
		Other	27	21.8%
3	Job position	HR manager	3	2.4%
		Management staff	62	50.0%
		Department manager	5	4.0%
		Senior officer	9	7.3%
		Other	9	7.3%
4	Job Process/ sub-process	Strategic planning and development	5	4.0%
		Human resource process	3	2.4%
		Information technology process	5	4.0%
		Finance and account management process	12	9.7%
		Change management process	7	5.6%
		Legal process	6	4.8%
		Other	54	43.5%

Table 3:- Employees of the organization are encouraged to prioritize:

The effect of Organizational Culture View	Correlation Coefficient	Significance Level
A. Meeting the needs and demands of their supervisors and other high-level individuals	0.814	$p < 0.01$
B. Balancing their job responsibilities with their personal well-being	-0.712	$p < 0.01$
C. Taking ownership of their tasks and striving to exceed expectations	0.672	$p < 0.01$
D. Building strong collaborative relationships with their colleagues	0.559	$p < 0.01$
E. Prioritize reasonable accommodations for employees with disabilities	-0.468	$p < 0.01$

As shown in the table 4.3 above respondents shows:-

A. Meeting the needs and demands of their supervisors and other high-level individuals:

This indicates a strong, positive correlation between this organizational culture view and the other variables. Employees who view meeting the needs of supervisors and executives as important tend to also hold other dominant organizational culture views.

B. Balancing their job responsibilities with their personal well-being:

This shows a strong, negative correlation between this view and the other variables. Employees who prioritize work-life balance tend to have less alignment with the other dominant organizational culture perspectives.

C. Taking ownership of their tasks and striving to exceed expectations:

There is a moderately strong, positive correlation between this view and the other organizational culture perspectives. Employees who value exceeding expectations and taking initiative are more likely to hold other dominant organizational culture views.

D. Building strong collaborative relationships with their colleagues:

This indicates a moderate, positive correlation between this view and the other variables. Employees who prioritize collaboration and supporting their colleagues also tend to have alignment with the other dominant organizational culture perspectives.

E. Prioritize reasonable accommodations for employees with disabilities:

There is a moderate, negative correlation between this view and the other organizational culture perspectives. Employees who prioritize accommodations for employees with disabilities are less likely to hold the other dominant organizational culture views.

Table 4:- Building strong collaborative relationships with their colleagues to solve work-related and personal problems

Factors of Organizational Culture View	Correlation Coefficient	Significance Level
A. Providing equal opportunities for growth and advancement	0.502	$p < 0.01$
B. Encouraging collaboration and teamwork across different backgrounds and perspectives	0.639	$p < 0.01$
C. Creating a psychologically safe space where everyone feels heard and respected	0.593	$p < 0.01$
D. Valuing diversity and promoting inclusivity in all aspects of work	0.656	$p < 0.01$
E. Provide training and education to employees on disability awareness and creating an inclusive work environment	-0.412	$p < 0.01$

As shown in the table 4.4 above respondents shows:-

A. This shows a moderate, positive correlation between prioritizing equal opportunities for advancement and the other dominant organizational culture perspectives. Employees who value equal growth opportunities tend to also hold the other common organizational culture views.

B. There is a strong, positive correlation between valuing cross-functional collaboration and the other organizational culture views. Employees who promote teamwork and diverse perspectives are more likely to align with the other dominant culture perspectives.

C. This indicates a moderate, positive correlation between prioritizing psychological safety and the other organizational culture views. Employees who focus on creating an environment of trust and respect also tend to hold the other common cultural perspectives.

D. There is a strong, positive correlation between emphasizing diversity and inclusion and the other dominant organizational culture views. Employees who prioritize inclusive practices are more likely to share alignment with the other organizational culture perspectives.

E. This shows a moderate, negative correlation between prioritizing disability inclusion training and the other organizational culture views. Employees who place a higher emphasis on disability awareness tend to have less alignment with the other common cultural perspectives.

Table 5:- Decision-making processes are characterized by

Dimensions of Organizational Culture	Correlation Coefficient	Significance Level
A. Evaluating potential risks and uncertainties	0.783	$p < 0.001$
B. Promoting transparency and accountability	0.691	$p < 0.001$
C. Balancing efficiency and thoroughness	0.615	$p < 0.001$
D. Considering impact on stakeholders	0.632	$p < 0.001$
E. Analyzing available data	0.738	$p < 0.001$

As shown in the table 4.5 above respondents shows:-

The Correlation Coefficient values range from 0.615 to 0.783, indicating strong positive correlations between these factors. This means that as one factor increases, the others tend to increase as well. The Significance Levels are all reported as $p < 0.001$, which means the correlations are statistically significant at the 0.1% level. This indicates there is less than a 0.1% probability that these strong positive correlations occurred by chance. In other words, we can be highly confident these relationships are real and meaningful. The strongest correlation is between "Evaluating potential risks and uncertainties" and the other organizational culture, with a

correlation coefficient of 0.783. This suggests this factor is closely linked with the other key considerations in the decision-making process.

Table 6:- The organization treats individuals in your organization

Organizational Culture	Correlation Coefficient	Significance Level
A. Treating employees with respect and dignity, valuing their perspectives	0.675	$p < 0.001$
B. Showing empathy and compassion, understanding employee needs	0.628	$p < 0.001$
C. Providing equal opportunities for employees	0.521	$p < 0.001$
D. Fostering trust and transparency in communication	0.661	$p < 0.001$
E. Recognizing and appreciating employee contributions	0.592	$p < 0.001$

As shown in the table 4.6 above respondents shows:-

The Correlation Coefficient values range from 0.521 to 0.675, indicating moderately strong to strong positive correlations between these factors related to employee treatment and engagement.

The Significance Levels are all reported as $p < 0.001$, meaning the correlations are statistically significant at the 0.1% level. This high level of statistical significance demonstrates a very low probability that these relationships occurred by chance.

The strongest correlation is between "Treating employees with respect and dignity, valuing their perspectives" and the other organizational culture. This suggests this factor is closely tied to the other key aspects of positive employee engagement and management.

Table 7:- The organizational culture fosters change by

Organizational Culture	Correlation Coefficient	Significance Level
A. Embracing a growth mindset	0.752	$p < 0.001$
B. Supporting continuous improvement	0.784	$p < 0.001$
C. Promoting agility and flexibility	0.721	$p < 0.001$
D. Fostering open communication and collaboration	0.743	$p < 0.001$
E. Developing change leadership capabilities	0.735	$p < 0.001$

As shown in the table 4.7 above respondents shows:-

The Correlation Coefficient values range from 0.721 to 0.784, indicating strong positive correlations among all five factors.

The Significance Levels are all reported as $p < 0.001$, meaning the correlations are statistically significant at the 0.1% level. This high level of statistical significance demonstrates a very low probability that these relationships occurred by chance.

The data suggests that these five factors - embracing a growth mindset, supporting continuous improvement, promoting agility and flexibility, fostering open communication and collaboration, and developing change leadership capabilities - are closely interrelated and mutually reinforcing. An organization or individual that focuses on one of these areas is likely to see benefits in the others as well.

Taken together, this analysis highlights the importance of adopting a holistic, integrated approach to fostering a culture and capabilities that can effectively navigate and thrive in dynamic, rapidly changing environments. Addressing these factors in a coordinated manner can help drive sustained organizational performance and adaptation.

Table 8:- Work motivation is fostered by

Organizational Culture	Correlation Coefficient	Significance Level
A. Clear goals and objectives	0.679	p < 0.001
B. Opportunity for growth and development	0.703	p < 0.001
C. Meaningful and challenging work	0.692	p < 0.001
D. Positive work environment and relationships	0.671	p < 0.001
E. Incentives and rewards	0.565	p < 0.001

As shown in the table 4.8 above respondents shows:-

The Correlation Coefficient values range from 0.565 to 0.703, indicating moderate to strong positive correlations among the five factors.

The Significance Levels are all reported as $p < 0.001$, meaning the correlations are statistically significant at the 0.1% level. This high level of statistical significance demonstrates a very low probability that these relationships occurred by chance.

The data suggests that these five factors - clear goals and objectives, opportunity for growth and development, meaningful and challenging work, positive work environment and relationships, and incentives and rewards - are closely interrelated and contribute to a comprehensive employee engagement and motivation framework.

While the correlation for "Incentives and rewards" is relatively lower compared to the other factors, it still demonstrates a significant positive relationship, indicating that it is an important component of the overall employee experience and should not be overlooked.

The strong statistical significance of these correlations underscores the importance of addressing these factors in a holistic manner to foster a work environment that effectively engages and motivates employees. Organizations that prioritize these elements are more likely to experience higher levels of employee satisfaction, performance, and retention.

Table 9:- Relationships between work groups or departments are characterized by:

Organizational Culture	Correlation Coefficient	Significance Level
A. Effective communication channels	0.712	$p < 0.001$
B. Supportive leadership and organizational culture	0.707	$p < 0.001$
C. Conflict resolution and problem-solving mechanisms	0.674	$p < 0.001$
D. Interdepartmental training and knowledge sharing	0.639	$p < 0.001$
E. Collaboration and teamwork	0.736	$p < 0.001$

As shown in the table 4.9 above respondents shows:-

The Correlation Coefficient values range from 0.639 to 0.736, indicating strong positive correlations among the five factors.

The Significance Levels are all reported as $p < 0.001$, meaning the correlations are statistically significant at the 0.1% level. This high level of statistical significance demonstrates a very low probability that these relationships occurred by chance.

The data suggests that these five factors - effective communication channels, supportive leadership and organizational culture, conflict resolution and problem-solving mechanisms, interdepartmental training and knowledge sharing, and collaboration and teamwork - are closely interrelated and contribute to a comprehensive framework for fostering a collaborative, productive, and adaptive work environment.

The strongest correlation is observed for "Collaboration and teamwork", indicating that this factor is the most closely linked to the overall employee engagement and performance framework. Effective communication, supportive leadership, conflict resolution, and knowledge sharing are all important enablers of strong collaboration and teamwork.

The statistical significance of these correlations underscores the importance of addressing these factors in a holistic manner to create a work environment that empowers employees, facilitates

knowledge sharing, and promotes cross-functional cooperation. Organizations that invest in these areas are more likely to experience increased innovation, productivity, and adaptability.

Table 10:- Assignments of tasks or jobs to individuals are based on…

Organizational Culture	Correlation Coefficient	Significance Level
A. Skills and expertise	0.682	$p < 0.001$
B. Availability and workload	0.677	$p < 0.001$
C. Development and growth opportunities	0.631	$p < 0.001$
D. Employee interests and preferences	0.654	$p < 0.001$
E. Performance and past achievements	0.697	$p < 0.001$

As shown in the table 4.10 above respondents shows:-

The Correlation Coefficient values range from 0.631 to 0.697, indicating strong positive correlations among the five factors.

The Significance Levels are all reported as $p < 0.001$, meaning the correlations are statistically significant at the 0.1% level. This high level of statistical significance demonstrates a very low probability that these relationships occurred by chance.

The data suggests that these five factors - skills and expertise, availability and workload, development and growth opportunities, employee interests and preferences, and performance and past achievements - are closely interrelated and contribute to a comprehensive framework for managing and allocating human resources effectively.

The strongest correlation is observed for "Performance and past achievements", indicating that this factor is the most closely linked to the overall employee management and resource allocation framework. Skills, availability, development opportunities, and employee interests all play important roles in determining performance and achievements.

The statistical significance of these correlations underscores the importance of addressing these factors in a holistic manner to create a work environment that leverages employee capabilities, balances workloads, supports professional growth, and aligns with individual preferences and past accomplishments. Organizations that invest in these areas are more likely to experience improved productivity, employee satisfaction, and long-term talent retention.

Table 11:- Dimensions of disability accommodations and inclusion

Disabilities	Percentage
Disability Accommodations	
Prioritizing Reasonable Accommodations for Employees with Disabilities	
High priority	1.6%
Supported by the culture	15.3%
Not a top priority	83.1%
Disability Inclusion	
Providing Disability Awareness and Inclusion Training	
High priority	36.4%
Supported by the culture	20.7%
Not a priority	43.0%

As shown in the table 4.11 above respondents shows:-

Organizations often overlook the significance of disability accommodations and inclusion, indicating a need for improvement in creating inclusive work environments. Prioritizing these aspects can attract and retain talent, comply with legal requirements, and foster a diverse workforce. Investing in disability-related initiatives benefits both employees and the organization. By prioritizing these aspects, organizations can demonstrate their commitment to supporting employees with disabilities, promote a culture of accessibility, and become employers of choice.

Table 12:- Employee satisfaction employee responses

Employee satisfaction Survey Question	Favorable (Strongly Agree + Agree)	Neutral	Unfavorable (Disagree + Strongly Disagree)
Employees understand the organization's mission and goals	91.2%	8.9%	-
The organization communicates important information to employees	69.4%	25.8%	4.2%
The organization has a good performance appraisal system	54.8%	36.3%	8.8%
The organization provides adequate resources and support for employees	62.1%	37.1%	0.8%
The organization promotes a healthy work-life balance	54.0%	45.2%	0.8%
The organization encourages collaboration and teamwork	53.2%	46.0%	0.8%
The organization has learning and training opportunities	62.1%	33.06%	4.9%
The organization is committed to employee development and growth	61.3%	25.8%	12.9%
The organization handles and addresses employee concerns/feedback	53.2%	37.9%	8.9%
The organization promotes a safe and respectful work environment	50.0%	41.1%	8.9%
The organization demonstrates ethical behavior and integrity	53.3%	41.9%	4.8%
Employees are satisfied with compensation and benefits	62.9%	36.3%	0.8%
The organization provides opportunities for employee input in decision-making	62.1%	29.0%	8.9%

The organization supports employee well-being and mental health	58.8%	36.3%	4.8%
The organization demonstrates commitment to CSR and sustainability	67.7%	26.6%	5.6%

As shown in the table 4.12 above respondents shows:-

The organization is performing well in terms of employees' understanding of its mission and goals (91.2% favorable), indicating a strong alignment between strategic direction and employee awareness. However, communication of important information could be improved, with only 69.4% reporting a favorable view. The performance appraisal system is a concern, with only 54.8% of employees viewing it favorably. Work-life balance, collaboration, and employee development/growth are areas where the organization can focus on improvement, with only 50-60% of employees viewing these aspects favorably. Employee concerns and feedback handling, as well as the organization's commitment to ethical behavior and integrity, also show room for improvement. Compensation, benefits, employee well-being, and corporate social responsibility are stronger aspects, with 60-70% of employees viewing these positively.

Table 13:-relationship Organizational Culture and Employee Satisfaction

Relationship	Correlation Coefficient	Significance Level
Organizational Culture and Employee Satisfaction	0.68	$p < 0.01$
Work Ethics and Employee Satisfaction	0.72	$p < 0.01$
Organizational Culture and Organizational Development	0.61	$p < 0.01$
Work Ethics and Organizational Development	0.65	$p < 0.01$
Organizational Culture and Work Ethics	0.74	$p < 0.01$

As shown in the table 4.13 above respondents shows:-

Organizational Culture and Employee Satisfaction

• Correlation coefficient of 0.68: Strong positive relationship between organizational culture and employee satisfaction.

• Significance level of $p < 0.01$: Statistically significant, less than 1% chance of chance.

Work Ethics and Employee Satisfaction

• Correlation coefficient of 0.72: Strong positive relationship between work ethics and employee satisfaction.

• Significance level of $p < 0.01$: Statistically significant, less than 1% chance of chance.

Organizational Culture and Organizational Development

• Correlation coefficient of 0.61: Moderately strong positive relationship between organizational culture and development.

• Significance level of $p < 0.01$: Statistically significant, less than 1% chance of chance.

Work Ethics and Organizational Development

• Correlation coefficient of 0.65: Moderately strong positive relationship between work ethics and organizational development.

• Significance level of $p < 0.01$: Statistically significant, less than 1% chance of chance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

CONCLUSION

This study examined the intricate relationships between organizational culture, work ethics, employee satisfaction, and organizational development. The findings provided significant insights valuable for both academic research and practical business applications, highlighting the importance of organizational culture and work ethics in enhancing employee satisfaction and driving organizational growth.

Here are some key points elaborated from the study:

1. Alignment of Values

   - The alignment between individual and organizational values plays a crucial role in employee satisfaction. When employees perceive a strong fit between their personal values and the organization's values, they tend to experience higher levels of job satisfaction. This alignment fosters engagement, commitment, and a sense of belonging among employees.

2. Communication

   - Open and effective communication within an organization is vital. It involves not only the sharing of information but also active listening and feedback mechanisms. When employees feel that their opinions are valued and their contributions are acknowledged, their job satisfaction increases. Clear communication helps in setting expectations and resolving conflicts efficiently.

3. Leadership and Support

   - Supportive leadership is a significant factor in enhancing employee satisfaction. Leaders who provide guidance, mentorship, and recognition for their team members' efforts contribute to a positive organizational culture. Leadership styles that are inclusive, participative, and transformational are particularly effective in fostering a supportive work environment.

4. Work-Life Balance

- Organizations that promote work-life balance tend to have more satisfied employees. Flexible work schedules, remote working options, and policies that support employees' personal needs contribute to overall job satisfaction. When employees can balance their professional and personal lives effectively, they are more productive and motivated.

5. Recognition and Rewards

- Recognizing and rewarding employees for their hard work and achievements is essential for maintaining high levels of job satisfaction. Fair and transparent reward systems, whether through monetary incentives or non-monetary recognition, help in boosting employee morale and motivation.

6. Career Development

- Providing opportunities for career growth and development is crucial. Organizations that invest in training, skill development, and clear career progression paths enable employees to grow professionally. This investment in employees' future contributes significantly to their job satisfaction.

7. Inclusivity and Diversity

- A culture that values inclusivity and diversity creates a supportive environment for all employees. This includes accommodating the needs of employees with disabilities and ensuring that there are equal opportunities for growth and advancement. Inclusive policies and practices enhance employee satisfaction and foster a sense of belonging.

8. Organizational Flexibility

- The ability of an organization to adapt to changes and be flexible in its operations is important for maintaining a positive culture. Organizations that are adaptable and open to change are better equipped to meet the evolving needs of their employees, thereby enhancing satisfaction.

9. Employee Engagement

   - Engaged employees are more likely to be satisfied with their jobs. Engagement involves emotional commitment to the organization and its goals. Engaged employees are proactive, take initiative, and contribute positively to the organization's success.

10. Impact on Organizational Performance

   - A positive organizational culture not only enhances employee satisfaction but also improves overall organizational performance. High employee morale leads to increased productivity, innovation, and efficiency. Satisfied employees are more likely to stay with the organization, reducing turnover rates and associated costs.

In conclusion, this research underscores the significant role of organizational culture and work ethics in influencing employee satisfaction and organizational development. By adopting and nurturing a positive culture and ethical work environment, organizations can achieve sustainable growth and competitive advantage.

RECOMMENDATIONS

In connection with the research findings, a number of recommendations have been made for the Simegn Kebede Health Center and more study.

- It is recommended that the business have a well-functioning performance assessment system. Positive appraisal systems have the potential to enhance employee motivation by providing clear expectations and guiding desirable activities towards achieving corporate goals. For this reason, it is clear that the preferred culture of the employees and the present corporate culture are different. Employee performance is positively impacted by the present company culture; however it is not significantly impacted.

The following should be taken by the organization to make the shift from a power culture to an accomplishment culture easier:

- Establish demanding objectives and provide incentives to everyone who fulfills them.

- Management reduces the dread and anxiety that are prevalent in societies where power is highly valued. Employees feel empowered to seek assistance when needed, as a result of managers and supervisors who have established a trusting relationship based on the honesty and commitment of team members. This can only be accomplished if management refrains from paying workers for compliance and stops penalizing or withholding benefits from those who do not comply.

- Complete product supply, a fully functional workplace, easily accessible employment prospects, strategy execution, and a thorough awareness of disability in writing and communication are all included.

- For a company to be able to live its mission, it must put sustainability as the priority through regular training, communication and leadership messaging. The values and strategic objectives of the organization should also be embedded in its mission statement.

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Appendix

Research Questionnaire

St. Mary's University College School of Graduate Studies

Questionnaire for organizational culture and work ethics survey

I am currently in the process of completing my studies towards a Master's Degree in MBA, and as part of the requirements for this qualification; I am conducting a research study on the impact of organizational culture and work ethics on employee performance and organizational development in the Human Resource Management (HRM) department.

Your participation in this study is completely voluntary. There are no foreseeable risks associated with this project. However, if you feel uncomfortable answering any questions, you are free to withdraw from the survey at any point. Please note that your survey responses will be treated with strict confidentiality, and the data collected will be reported only in the aggregate form. Your information will be coded to ensure anonymity and confidentiality.

If you have any questions or concerns regarding the survey or the procedures, you may contact me at any time via the following

Email address: hiwottafesse29@gmail.com

I apologize for the length of the questionnaire, as it is necessary to gather comprehensive data for this study. Your cooperation is highly valued and appreciated, and I would like to express my heartfelt gratitude in advance for your participation.

Note:

- You are not required to provide your name.

- You use ☐ this on your answer

Thank you in advance for your kind participation.

    Hiwot Tafesse

APPENDIX 1

Company name:- _____

I Biographical Information

1. Please indicate your gender:

Female   ☐   Male   ☐

2.   Do you have a disability?

Yes   ☐   No   ☐

3.   If yes, please specify the type of disability you have _____

4. How long have you been working in the organization?

Less than 2 Years   ☐   5-10 Years   ☐

2-5 years   ☐   More than 10 Years   ☐

5. What is your position in your organization?

HR manager   ☐   Department Manager   ☐

Management staff   ☐   Senior officer   ☐

Other   ☐   Please specify _____

6.   What is your level of education? _____

7. Please indicate the process you work in

Strategic Planning and development   effectiveness process   ☐

Human resource management process   ☐

Information technology service process   ☐

Finance and accounts management process   ☐

Change Management   ☐

Legal process   ☐

Other   ☐   Please indicate _____

APPENDIX 2

II. Organizational Culture Questionnaire

Instructions for completing the Questionnaire:

This is the second part of the questionnaire and consists of seven questions (1, 2,….8), each with four and five list(A,B,C,D,E)s to be ranked by you according to your observations and expectations. The questions you are supposed to fill are presented in FOUR columns, which are headed as "1, 2, 3, 4."

"1, 2, 3, 4" refers to the currently prevailing culture in the Human Resource Management (HRM) department, of your organization.

The ranking keys are as follows:

- "4" is to be ranked for the most dominant view culture.

- "3" is to be ranked for the next most dominant culture.

- "2" is to be ranked for the next dominant view culture.

- "1" is to be ranked for the least dominant view culture.

Please make sure that you assign only one ranking key (i.e., "4", "3", "2", or "1") in the "columns for the lists A, B, C, D and E. Do not repeat the ranking key for the lists described under the question.

- You use ☐ this on your answer

Thank you for your participation!

Note: You are not required to provide your name.

1	**Employees of the organization are encouraged to prioritize:**	4	3	2	1
A	Meeting the needs and demands of their supervisors and other high-level individuals in the organization.				
B	Balancing their job responsibilities with their personal well-being and maintaining healthy work-life integration.				
C	Taking ownership of their tasks and striving to exceed expectations by finding innovative ways to improve processes.				
D	Building strong collaborative relationships with their colleagues to solve work-related and personal problems.				
E	Prioritize reasonable accommodations for employees with disabilities to ensure they can perform their job duties effectively				
2	**Building strong collaborative relationships with their colleagues to solve work-related and personal problems**				
A	Provide training and education to employees on disability awareness and creating an inclusive work environment				
B	Valuing diversity and promoting inclusivity in all aspects of work.				
C	Creating a psychologically safe space where everyone feels heard and respected.				
D	Encouraging collaboration and teamwork across different backgrounds and perspectives.				
E	Providing equal opportunities for growth and advancement.				
3	**Decision-making processes are characterized by**				
A	Evaluating potential risks and uncertainties associated with different options.				
B	Promoting transparency and accountability in decision-making processes.				
C	Balancing efficiency and timeliness with thoroughness in decision-making.				
D	Considering the impact of decisions on various stakeholders and the broader organization.				

E	Thoroughly analyzing available data and information before making a decision.				
4	**The organization treats individuals in your organization**				
A	With respect and dignity, valuing their unique perspectives and contributions.				
B	With empathy and compassion, understanding their needs and supporting their well-being				
C	Provide that employees with disabilities have equal opportunities for career growth and advancement				
D	With trust and transparency, fostering open and honest communication.				
E	With recognition and appreciation, acknowledging their contributions and achievements.				
5	**The organizational culture fosters change by:**				
A	Embracing a growth mindset.				
B	Supporting continuous improvement.				
C	Promoting agility and flexibility.				
D	Fostering open communication and collaboration.				
E	Developing change leadership capabilities.				
6	**Work motivation is fostered by:**				
A	Clear goals and objectives.				
B	Opportunity for growth and development.				
C	Meaningful and challenging work.				
D	Positive work environment and relationships.				
E	Incentives and rewards.				

7	**Relationships between work groups or departments are characterized by:**					
A	Effective communication channels.					
B	Supportive leadership and organizational culture.					
C	Conflict resolution and problem-solving mechanisms.					
D	Interdepartmental training and knowledge sharing.					
E	Collaboration and teamwork.					
8	**Assignments of tasks or jobs to individuals are based on…**					
A	Skills and expertise.					
B	Availability and workload.					
C	Development and growth opportunities.					
D	Employee interests and preferences.					
E	Performance and past achievements.					

APPENDIX 4

VI. QUESTIONNAIRE ON EMPLOYEE OVERALL ACTIVITY

No	Questions	Strongly	Agree	Neutral	Dis Agree	Strongly

		Agree				Dis Agree
1	Do employees understand the organization's mission and goals?					
2	Does the organization communicate important information to employees?					
3	Do you think that the organization hasgood performance appraisal system?					
4	Does the organization provide adequate resources and support for employees to perform job effectively?					
5	Do you feel that the organization promotes a healthy work-life balance?					
6	Does the organization encourage collaboration and teamwork among employees?					
7	Does the organization have learning and training opportunities?					
8	Is the organization committed to employee development and providing opportunities for growth?					
9	Does the organization handle and address employee concerns or feedback?					
10	Do you feel that the organization promotes a safe and respectful work environment?					
11	Does the organization demonstrate ethical behavior and integrity?					
12	Are you satisfied with the organization's compensation and benefits packages?					
13	Does the organization provide opportunities for employees to contribute to decision-making processes?					
14	Does the organization support employee well-being and mental health?					
15	Do you feel that the organization demonstrates a commitment to corporate social responsibility and sustainability?					

APPENDIX 5

16. Can you provide specific examples of important information that the organization communicates to employees? _____

_____

_____ .

17. In what ways do you believe the organization's performance appraisal system could be improved?

_____

_____

_____ .

18. Please describe any initiatives or policies implemented by the organization that promote a healthy work-life balance._____

_____

_____ .

19. Can you provide an example of how the organization demonstrates its commitment to employee development and providing opportunities for growth?_____

_____

_____ .

20. How does the organization handle and address employee concerns or feedback?

_____

_____

_____ .

21. How do you perceive organization's attitudes towards people with disabilities?

_____

_____

_____ .

22. Are there any specific resources or services that feel are lacking or need improvement for individuals with disabilities?

_____

_____

_____ .

23. What are some effective measures that could be taken to promote inclusion and improve the lives of individuals with disabilities?

_____

_____

_____.

24. Is there any support or accommodations to help overcome challenges related to disability?

_____

_____

_____.

25. How does your organization ensure that employees with disabilities have equal opportunities for career growth and advancement?

_____

_____

_____.

APPENDIX 6

የምርምር መጠይቅ

የቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ የድህረ ምረቃ ትምህርት ቤት

ለድርጅታዊ ባህል እና የስራ ስነምግባር ዳሰሳ ጥናት መጠይቅ

በአሁኑ ጊዜ ትምህርቴን በኤምቢኤ የማስተርስ ዲግሪ በማጠናቀቅ ላይ ነኝ፣ እና ለዚህ መመዘኛ መስፈርቶች አካል፤ በሰው ሃይል አስተዳደር (HRM) ክፍል ውስጥ የአደረጃጀት ባህል እና የስራ ስነምግባር በሰራተኞች አፈፃፀም እና ድርጅታዊ እድገት ላይ የሚያሳድሩትን ጥናታዊ ጥናት እያካሄድኩ ነው።

በዚህ ጥናት ውስጥ ያለዎት ተሳትፎ ሙሉ በሙሉ በፈቃደኝነት ነው። ከዚህ ፕሮጀክት ጋር የተያያዙ ምንም ሊታይ የሚችሉ አደጋዎች የሉም። ነገር ግን፣ ማንኛውንም ጥያቄዎች ለመመለስ የማይመቸዎት ከሆነ፣ በማንኛውም ጊዜ ከዳሰሳ ጥናቱ ለመውጣት ነፃ ነዎት። እባክዎ የዳሰሳ ጥናትዎ ምላሾች በጥብቅ ሚስጥራዊነት እንደሚስተናገዱ እና የተሰበሰበው መረጃ የሚዘገበው በድምር ቅፅ ብቻ ነው። መረጃዎ ማንነትን መደበቅ እና ሚስጥራዊነትን ለማረጋገጥ በኮድ ይደረጋል።

የዳሰሳ ጥናቱን ወይም አካሄዶቹን በተመለከተ ማንኛቸውም ጥያቄዎች ወይም ስጋቶች ካሉዎት በማንኛውም ጊዜ በሚከተለው በኩል ሊያገኙኝ ይችላሉ።

ኢሜል አድራሻ፡ hiwottafesse29@gmail.com

ለዚህ ጥናት አጠቃላይ መረጃ መስብሰብ አስፈላጊ በመሆኑ ለመጠይቁ ርዝመት ይቅርታ እጠይቃለሁ። ለትብብርዎ በጣም እናመሰግናለን፣ እና ለተሳትፎዎ በቅድሚያ ልባዊ ምስጋናዬን መግለጽ እፈልጋለሁ።

ማስታወሻ:

- ስምዎን እንዲያቀርቡ አይገደዱም.

- ይህንን በመልሱ ላይ □ ይጠቀሙ

ስለ መልካም ተሳትፎዎ በቅድሚያ እናመሰግናለን።

ህይወት ታፈሰ

የድርጅት ስም:-_____

I ባዮግራፊያዊ መረጃ

1. **እባክዎን ጾታዎን ያመልክቱ:-**

2. ሴት ☐ ወንድ ☐

3. **የአካል ጉዳት አለበት ?**

   አዎ ☐ አይ ☐

4. **አዎ ከሆነ፣ እባክዎን ያለዎትን የአካል ጉዳት አይነት ይግለጹ**_____

5. **በድርጅቱ ውስጥ ምን ያህል ጊዜ እየሰሩ ነው?**

   ከ 2 ዓመት በታች ☐ 5-10 ዓመታት ☐

   2-5 ዓመታት ☐ ከ 10 ዓመታት በላይ ☐

6. **በድርጅትዎ ውስጥ ያለዎት የስራ ድርሻ ምንድን ነው??**

   የሰው ኃይል ህብት አስተዳደር ☐ የመምሪያው ሥራ አስኪያጅ ☐

   የአስተዳደር ሰራተኞች ☐ ከፍተኛ መኮንን ☐

   ሌላ ☐ እባክዎን ይግለጹ _____

7. **የትምህርት ደረጃዎ ምን ያህል ነው?** _____

8. **እባክዎ የሚሰሩበትን የስራ ሂደት ያመልክቱ**

   የስትራቴጂክ እቅድ እና ልማት ውጤታማነት ሂደት ☐

   የሰው ኃይል አስተዳደር ሂደት ☐

   የኢንፎርሜሽን ቴክኖሎጂ አገልግሎት ሂደት ☐

   የሂሳብ እና የሂሳብ አያያዝ ሂደት ☐

   አስተዳደር ለውጥ ☐

   ህጋዊ ሂደት ☐

   ሌላ ☐ እባክዎን ይግለጹ_____

II. ድርጅታዊ ባህል መጠይቅ

መጠይቁን ለመሙላት መመሪያዎች፦

ይህ የመጠይቁ ሁለተኛ ክፍል ነው እና ሰባት ጥያቄዎችን ያቀፈ ነው (1፣ 2፣....8) እያንዳንዳቸው አራት እና አምስት ዝርዝር(ሀ፣ለ፣ሐ፣መ፣ሠ) ዎች በእርስዎ ምልከታ መሰረት በእርስዎ ደረጃ ይመደባሉ እና የሚጠበቁ. መሙላት ያለብዎት ጥያቄዎች በአራት አምዶች ውስጥ ቀርበዋል፣ እነሱም "1፣ 2፣ 3፣ 4" በሚል መሪ ቃል ቀርበዋል።

"1፣ 2፣ 3፣ 4" በድርጅትዎ የሰው ሃብት አስተዳደር (HRM) ክፍል ውስጥ አሁን ያለውን ባህል ያመለክታል።

የደረጃ ቁልፎቹ እንደሚከተለው ናቸው።

- "4" በጣም የበላይ ለሆነው የእይታ ባህል መመደብ አለበት።

- "3" ለሚቀጥለው የበላይ ባሕል መመደብ አለበት።

- "2" ለሚቀጥለው የበላይ እይታ ባህል ደረጃ ሊሰጠው ነው።

- "1" በትንሹ አውራ አመለካከት ባህል ሊመደብ ነው።

እባኮትን አንድ የደረጃ ቁልፍ ብቻ (ማለትም "4""3""2" ወይም "1") በ "አምዶች ለዝርዝሮች ሀ፣ ለ፣ ሐ፣ መ እና ሠ" መመደብዎን ያረጋግጡ። አትድገሙ። በጥያቄው ስር ለተገለጹት ዝርዝሮች የደረጃ አሰጣጥ ቁልፍ.

   - ይህንን በመልሱ ላይ ☐ ትጠቀማለህ

   ለተሳትፎዎ እናመሰግናለን!

   ማስታወሻ፦ ስምዎን እንዲያቀርቡ አይገደዱም።

1	የድርጅቱ ሰራተኞች ቅድሚያ እንዲሰጡ ይበረታታሉ:-	4	3	2	1
ሀ	በድርጅቱ ውስጥ የበላይ ተቆጣጣሪዎቻቸውን እና ሌሎች ከፍተኛ ግለሰቦችን ፍላጎቶች እና ፍላጎቶች ማሟላት.				
ለ	የሥራ ኃላፊነታቸውን ከግል ደህንነታቸው ጋር ማመጣጠን እና ጤናማ የሥራ-ህይወት ውህደትን መጠበቅ።				
ሐ	ተግባራቸውን በባለቤትነት በመያዝ እና ሂደቶችን ለማሻሻል አዳዲስ መንገዶችን በማግኘት ከሚጠበቀው በላይ ለማድረግ መጣር።				
መ	ከስራ ባልደረቦቻቸው ጋር ከስራ ጋር የተያያዙ እና የግል ችግሮችን ለመፍታት ጠንካራ የትብብር ግንኙነቶችን መገንባት.				
ሠ	ለአካል ጉዳተኛ ሰራተኞች የስራ ተግባራቸውን በብቃት መወጣት እንዲችሉ ለምክንያታዊ መስተንግዶ ቅድሚያ ይስጧቸው				
2	ከስራ ባልደረቦቻቸው ጋር ከስራ ጋር የተያያዙ እና የግል ችግሮችን ለመፍታት ጠንካራ የትብብር ግንኙነቶችን መገንባት				
ሀ	ለአካል ጉዳተኞች ግንዛቤ እና ሁሉን አቀፍ የስራ አካባቢ መፍጠር ላይ ስልጠና እና ትምህርት መስጠት				
ለ	ብዝሃነትን ዋጋ መስጠት እና በሁሉም የስራ ዘርፎች ውስጥ ማካተትን ማሳደግ።				
ሐ	ሁሉም ሰው የሚሰማው እና የሚከበርበት ስነ-ልቦናዊ ደህንነቱ የተጠበቀ ቦታ መፍጠር።				
መ	በተለያዩ ዳራዎች እና አመለካከቶች ውስጥ ትብብርን እና የቡድን ስራን ማበረታታት።				
ሠ	ለእድገት እና ለእድገት እኩል እድሎችን መስጠት.				
3	የውሳኔ አሰጣጥ ሂደቶች ተለይተው ይታወቃሉ				
ሀ	ከተለያዩ አማራጮች ጋር ተያይዘው ሊከሰቱ የሚችሉ አደጋዎችን እና አለመረጋጋትን መገምገም።				
ለ	በውሳኔ አሰጣጥ ሂደቶች ውስጥ ግልጽነት እና ተጠያቂነትን ማሳደግ.				
ሐ	በውሳኔ አሰጣጥ ውስጥ ቅልጥፍናን እና ወቅታዊነትን በትክክል ማመጣጠን።				
መ	ውሳኔዎች በተለያዩ ባለድርሻ አካላት እና በሰፊው ድርጅት ላይ የሚኖራቸውን ተፅዕኖ ግምት ውስጥ በማስገባት።				
ሠ	ውሳኔ ከማድረግዎ በፊት ያለውን መረጃ እና መረጃ በደንብ መተንተን።				
4	ድርጅቱ በድርጅትዎ ውስጥ ያሉ ግለሰቦችን ያስተናግዳል።				

A	በአክብሮት እና በአክብሮት, ልዩ አመለካከቶቻቸውን እና አስተዋጽዖቻቸውን በመገምገም.				
B	በስሜታዊነት እና በርህራሄ፣ ፍላጎቶቻቸውን በመረዳት እና ደህንነታቸውን በመደገፍ				
C	አካል ጉዳተኛ ሰራተኞች ለስራ እኩነት እና እኩል እድሎች እንዲኖራቸው ያቅርቡ				
D	በታማኝነት እና ግልጽነት፣ ግልጽ እና ታማኝ ግንኙነትን ማዳበር።				
E	በእውና እና በአድናቆት፣ ለበረከቱ አስተዋፅዖ እና ስኬቶቻቸው እውቅና በመስጠት።				
5	የድርጅት ባህል ለውጦችን ያበረታታል-				
ሀ	የእድገት አስተሳሰብን መቀበል።				
ለ	ቀጣይነት ያለው መሻሻልን መደገፍ.				
ሐ	ቅልጥፍናን እና ተለዋዋጭነትን ማሳደግ.				
መ	ግልጽ ግንኙነትን እና ትብብርን ማሳደግ.				
ሠ	የለውጥ አመራር አቅምን ማዳበር።				
6	የሥራ ተነሳሽነት በ:				
ሀ	ግቦችን እና አላማዎችን አጽዳ.				
ለ	የእድገት እና የእድገት እድል.				
ሐ	ትርጉም ያለው እና ፈታኝ ስራ።				
መ	አዎንታዊ የሥራ አካባቢ እና ግንኙነቶች.				
ሠ	ማበረታቻዎች እና ሽልማቶች።				
7	በስራ ቡድኖች ወይም ክፍሎች መካከል ያሉ ግንኙነቶች በሚከተሉት ተለይተው ይታወቃሉ-				
ሀ	ውጤታማ የመገናኛ መንገዶች.				
ለ	ደጋፊ አመራር እና ድርጅታዊ ባህል.				

ሐ	የግጭት አፈታት እና የችግር አፈታት ዘዴዎች።				
መ	የክፍል ውስጥ ስልጠና እና የእውቀት መጋራት።				
ሠ	ትብብር እና የቡድን ስራ.				
8	ለግለሰቦች የተሰጡ ስራዎች ወይም ስራዎች በ...				
ሀ	ችሎታዎች እና ችሎታዎች።				
ለ	ተገኝነት እና የስራ ጫና.				
ሐ	የእድገት እና የእድገት እድሎች.				
መ	የስራተኛ ፍላጎቶች እና ምርጫዎች.				
ሠ	አፈፃፀም እና ያለፉ ስኬቶች።				

VI. የሰራተኛ አጠቃላይ እንቅስቃሴ ላይ መጠይቅ

No	Questions	Strongly Agree	Agree	Neutral	Dis Agree	Strongly Dis Agree
1	ሰራተኞች የድርጅቱን አላማ እና አላማ ይገነዘባሉ?					
2	ድርጅቱ አስፈላጊ መረጃዎችን ለሠራተኞች ያስተላልፋል?					
3	ድርጅቱ ጥሩ የስራ አፈጻጸም ምዘና ስርዓት አለው ብለው ያስባሉ?					
4	ድርጅቱ ሰራተኞቹ ሥራቸውን በብቃት እንዲያከናውኑ በቂ ግብዓቶችን እና ድጋፍ ይሰጣል?					
5	ድርጅቱ ጤናማ የስራ እና የህይወት ሚዛንን እንደሚያበረታታ ይሰማዎታል?					
6	ድርጅቱ በሠራተኞች መካከል ትብብርን እና የቡድን ሥራን ያበረታታል?					
7	ድርጅቱ የመማር እና የስልጠና እድሎች አሉት?					
8	ድርጅቱ ለሰራተኞች ልማት እና የእድገት እድሎችን ለመስጠት ቁርጠኛ ነው?					
9	ድርጅቱ የሰራተኞችን ስጋቶች ወይም አስተያየቶችን ያስተናግዳል?					
10	ድርጅቱ ደህንነቱ የተጠበቀ እና የተከበረ የስራ አካባቢን እንደሚያበረታታ ይሰማዎታል?					
11	ድርጅቱ ሥነ ምግባራዊ ባህሪን እና ታማኝነትን ያሳያል?					
12	በድርጅቱ የማካካሻ እና ጥቅማ ጥቅሞች ረክተዋል?					
13	ድርጅቱ ሰራተኞች ለውሳኔ አሰጣጥ ሂደቶች አስተዋፅኦ እንዲያደርጉ እድሎችን ይሰጣል?					
14	ድርጅቱ የሰራተኛውን ደህንነት እና የአእምሮ ጤና ይደግፋል?					
15	ድርጅቱ ለድርጅታዊ ማህበራዊ ሃላፊነት እና ዘላቂነት ያለውን ቁርጠኝነት እንደሚያሳይ ይሰማዎታል?					

16. ድርጅቱ ለሰራተኞች የሚያስተላልፈውን ጠቃሚ መረጃ የተወሰኑ ምሳሌዎችን ማቅረብ ይችላሉ?

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17. የድርጅቱ የሥራ አፈጻጸም ምዘና ሥርዓት ሊሻሻል የሚችለው በምን መንገዶች ነው ብለው ያምናሉ?

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18. ጤናማ የስራ እና የህይወት ሚዛንን የሚያበረታቱ ማናቸውንም ተነሳሽነቶች ወይም ፖሊሲዎች እባክዎ ይግለጹ።

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19. ድርጅቱ ለሠራተኛ ልማት ያለውን ቁርጠኝነት እና የዕድገት እድሎችን እንዴት እንደሚያሳይ የሚያሳይ ምሳሌ ማቅረብ ይችላሉ?

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20. ድርጅቱ የሰራተኞችን ስጋቶች ወይም አስተያየቶችን እንዴት ይቆጣጠራል?

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21. ድርጅቱ ለአካል ጉዳተኞች ያለውን አመለካከት እንዴት ይገነዘባሉ?

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22. ለአካል ጉዳተኞች መሻሻል የሚያስፈልጋቸው ልዩ ሀብቶች ወይም አገልግሎቶች አሉ?

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23. የአካል ጉዳተኞችን ማካተት እና ህይወት ለማሻሻል ምን አይነት ውጤታማ እርምጃዎች ሊወሰዱ ይችላሉ?

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24. ከአካል ጉዳተኞነት ጋር የተያያዙ ተግዳሮቶችን ለማሽነፍ የሚረዱ ድጋፍ ወይም ማመቻቸቶች አሉ?

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25. ድርጅትዎ አካል ጉዳተኛ ሰራተኞች ለስራ እድገት እና እድገት እኩል እድሎች እንዲኖራቸው እንዴት ያረጋግጣል?

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