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Acronyms/Abbreviation

ANOVA	Analysis of Variance
CDTRC	Child Development Training and Research Center
OCD	Organizational Culture Dimensions
SPSS	Statistical Package for the Social Science
US	United States
VIF	Variance Inflation Factor

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Abstract

The main objective of this research is to investigate the contribution of organizational culture on employees' efficiency at Child Development Training and research Center. As a springboard, the study assumed organizational culture dimensions as an independent variable and employee efficiency as dependent variable. The dimensions of organizational culture further expressed using Workplace environment, Trust, Teamwork and Communication. To address the main target descriptive and explanatory type of approach was used; while a questionnaire was used to gather primary data. The target population of the study was all staff members who are working in Addis Ababa head office and Sendafa training center. Totally, the organization has 136 employees, so the research used census instead of using sampling technique because of the population is small to take out a sample out of it. The data collected from the participants analyzed using descriptive statistical techniques such as mean score and standard deviation. In addition, the data is analyzed using correlation and multiple linear regressions to investigate the relationship between the variables of the study using statistical package social science version 27. Specifically, the regression result reveals all predictor variables or organizational culture dimensions (Trust, Teamwork, communication, workplace environment) have statistically significant contribution on employee's efficiency. The result shows that the four independent variables; Trust, teamwork, communication, workplace environment) that were researched explain 55.9% of variation employees' performance as presented by the R^2 value. The study concluded that an improved organizational cultural practice is an increasingly essential instrument for the higher employees'

efficiency. Therefore, the management of the organization should enforce these four organizational cultural dimensions as a way of improving its employees' efficiency.

Key - Words: Team Work, Trust, Communication, Teamwork, Workplace Environment, Employee efficiency, Organizational culture

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In today's fast-paced trade atmosphere, organizations go all out to increase their effectiveness to gain a competitive edge (Goetsch & Davis, 2018). Organizational sophistication, outlined as the shared principles, ideas, and performances within an arranging, plays a essential act in promoting effectiveness and tenable success (Schein, 2019). This research suggestion aims to analyze the gift of organizational education for effectiveness, putting on the period between 2018 and 2023. By fact-finding the latest research and dossier, this study inquires to specify valuable insights and pieces of advice for trade commanders and scholars.

In addition, the existing business countryside, obvious by rapid proliferation, mechanics advancements, and progressing display dynamics, arrangements are continually grabbing accompanying the imperative of reaching and maintaining efficiency. The complications of administrative efficiency include a complex interplay of many determinants, among that administrative culture is conspicuous as a critical cause. Organizational sophistication, comprising joint principles, beliefs, and practices, serves as the basis at which the behaviors of things within an institution are formed. Given its important function, an in-depth survey of the connection between administrative culture and effectiveness is necessary for both academic and efficient purposes.

An efficient and effective utilization of human resources in an organization is very important to improve its overall effectiveness and efficiency. Past literature reveals that employee productivity can be influenced by various organization behavioral factors such as employee training (Bhat, 2013), trust and teamwork. Benrazavi and Silong (2013) also considered teamwork as an important factor that contributes to employee productivity. Teamwork is a mutual activity that aims to achieve a common goal through involving organizational members in certain groups to share their knowledge and skills with each other. Every organization must have an objective either to produce goods or provide services. This could be for commercial purposes or charitable. To produce goods

and services an organization must have the necessary factors of production. The most critical factor of production in Child Development Training and Research Center is dedicated to rise a new generation. CDTRC has head office in Addis Ababa works in target groups like religious organizations, government organizations, schools, and any organization that focuses on children. CDTRC has so far addressed every part of the country with basic trauma healing training and has 136 fulltime workers and more than 50 volunteers in center.

Enhancing employee efficiency is one of the main concerns for the management in any organization. However, despite the importance of this topic, it is evident in the literature that the theoretical and empirical research on employee efficiency is scarce. Moreover, it is noted there are limited studies, which examined the effects of organizational culture, Trust, Teamwork and Communication and workplace environment on employee efficiency in Ethiopia context. Thus, this study involved two major study variables: Factor contributes for employee efficiency (Trust, Teamwork, Communication and workplace environment) as an independent variable and employee efficiency as dependent variable. Therefore, this study aims to provide significant contributions to the body of knowledge and empirical research on this topic by examining the effects of the stated factors on employee efficiency in non-government sector.

1.2 Definition of Terms and concepts

Organizational culture : Organizational culture is the shared basic assumptions, values, and beliefs of the members of the organization (Martínez-Cañas & Ruiz- Palomino, 2014).

Efficiency: is the process of using fewer resources, as well as less time and less input, to achieve the same goal. ((Denison, 1990))

Trust: is a sense of reliance and dependence on another party, based on the expectation that they will fulfill their obligations, act in good faith, and not betray or deceive. (Stephen M.R Covey)

Communication: Communication can be defined as the process of transmitting information and exchanging meaning between individuals or groups through the use of symbols, signs, and behaviors (DeVito, 2013).

Team Work: Teamwork can be defined as the collaborative effort of a group of individuals working together cohesively towards a common goal or objective (Katzenbach & Smith, 1993).

1.3 Statement of the problem

In recent times, while most workers are on job, they do not produce more, simply because of the un-healthy relationship they have with their fellow colleagues and employers. According to a recent study (Blyton, 2008), employees perform poorly at work when they are unhappy with management, the government, or their colleagues. Among the vital determinants of workplace efficiency, organizational culture is first.

In the modern world, matters dealing with the human resource in relations to their efficiency levels have continued to be a major concern of every employer, organizations as well as the governments all over the world. This is because there is the emergence of new challenges that contribute for the quality of the human resource and its output; therefore, it is important for the subject employee efficiency levels to be looked into with a lot of keen interest. For instance, issues such as organizational culture are one of the main factors that contribute for employee efficiency. This is because the way an organization addresses its employee concerns will have an impact on its efficiency and overall performance (Delancy, 1996).The declines of efficiency at the workplace are a huge challenge in the organization. Thus, healthy interpersonal relations at workplace are essential as they help employee to develop a mutual understanding among themselves and this ultimately play a big role in ensuring objectives of the organizations are achieved.

Child Development Training and Research center have been well structured and employee friendly organization for many years. From my observation and detailed small group discussion, the recent new employees are facing a challenge of efficiency and that was because of the developing lack of trust, rough communication and lack of collaboration and teamwork between departments and employees. According to my simple preliminary survey and discussion that focus on organization culture and how to build it, most junior staffs mention the above gaps. Some mention from year to year the strong organizational culture is becoming vulnerable for groupisim and mistrusting.

However, all these problems need further and structured studies scientifically. Because of the mentioned reasons, most employees are not efficient in their daily work delivery. Finally, these research endeavors will try to find out the factors contributing for employee efficiency. This study

therefore is attempting to find out the contribution of elements of Organizational culture that help for employee efficiency among Child Development Training and Research Center employees.

1.4 Research Questions

This research proposal addresses the following questions:

1. How does trust play a role on employee efficiency within CDTRC?
2. How does team work play a role on employee efficiency within CDTRC?
3. How does communication play a role on employee efficiency within CDTRC?
4. How does workplace environment play a role on employee efficiency within CDTRC?

1.5 Objectives of the study

1.5.1 General objective

The main objective of this study is to determine the contribution of organizational culture dimensions for employee efficiency in Child development training and research center.

1.5.2 Specific objectives

The study specifically aims to:

- To examine the effect of trust on employee efficiency.
- To examine the effect of teamwork on employee efficiency.
- To examine the effect of communication on employee efficiency.
- To examine the effect of workplace environment on employee efficiency.

1.6 Significance of the Study

Based on the literature review and the data analysis, this research aims to uncover the contribution of organizational culture for efficiency. A healthy and supportive culture always expected to result in increased productivity, employee engagement, and overall company performance (Borman, 2018). The study would provide evidence – based recommendations to organizations on fostering a culture that enhances efficiency and enables sustainable goal achievement.

1.7. Scope of the study

This study carried out in Child Development Training, Research Center (CDTRC) located in Sendafa Center, and Addis Ababa Office. CDTRC is one of the NGOs that focus on Child Development and work on capacity building in Ethiopia. The study focused on evaluating the cultural factors contributing for employee efficiency in CDTRC. It focused on identifying the factors contribute for employee efficiency and the cause effect relationship that exists between Organizational Culture factors and employee efficiency. The research is based on primary data . Regarding content scope, the study explored how Organizational culture contributes for employee efficiency at Child Development Training and Research Center. The study involves all employees of CDTRC. The research part took duration of five months from March 1 –April.

1.8. Limitation of the study

The researcher heavily affected by the time constraints; the researcher being an employee in the organization torn between giving his employer an honest time and meeting the demands of the study which is enormous. The researcher should manage to stay between these two crucial activities and as a result the completion of this study. As this research involves only a single non-governmental organization in Ethiopia, the findings may not be confidentially generalized or used for other organizations. Moreover, the cross-sectional nature of the study is one of the limitations. However, as a researcher the researcher must be aware of this fact and try as much as possible to generalize the findings, the conclusion and the recommendations. This made possible for the findings to be generalized and applicable to the other organizations.

1.9 Organization of the study

The paper consists of five chapters in terms of its structure. Chapter one provide an overview of the study's background, problem statement, research objective, research questions, research objectives, significance of the study, and scope. Chapter 2 focused on the reviewed related literature. The methodology part covered in chapter three. Chapter 4 is dedicated to presenting the results and discussion, including the analysis and interpretation of the gathered data. Lastly, chapter five concluded the report by summarizing the study, presenting the conclusion, and providing recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

The complex dance between organizational culture and efficiency is the foundation of the rich, interwoven organizational needlepoint. This limited review of the literature embarks on a quest to uncover the deep levels of this dynamic interaction by providing a thorough examination of theoretical frameworks, empirical research, and practical implications. The goal is to shed light on the intricate relationships while also advancing understanding for academics, professionals, and organizational leaders navigating the complex world of modern organizations.

2.1 Theoretical Literature

2.1.1 Defining Organizational Culture

Like culture's definition, organizational culture has also been defined in several ways. Notwithstanding its widespread use by researchers, managers, and policy makers, the concept of organizational culture is far from being conceptualized universally. For example, of (1089) list 74 elements of organization culture which have been put forward by various authors, while a review of the organization culture which have been put forward by various authors, while a review of the organization culture literature by vander post et al (1997) identified over 100 dimensions associated with notion. Any such definitional problems are confounded by the fact that there is little agreement on the meaning of either of the underling concept.

Business managers use organizational culture and corporate culture interchangeably because both terms refer to the same underlying phenomenon (childress,2013). For Schneider et al. (2013), organizational culture includes the norms that the members of an organization experience and describe as their work settings. such norms shape how members behave and adapt to get results in the organization. According to Simoneaux & stroud (2014), organizational culture is how the members of an organization interact with each other and other stakeholders. Similarly, organizational culture is a set of values, belief, and behavior patterns that differentiate one organization from other organizations (Ortega-Parra & Sastre -Castillo, 2023). King (2012) also

defined organizational cultures as a system of values that subconsciously and silently drives people to make each choice and decision in the organization.

Kotter and Heskett (1992), organizational culture is conceptualized as shared beliefs and values within the organization that helps to shape the behavior patterns of employees. Gordon and Cummins (1979) define organization culture as the drive that recognizes the efforts and contributions of the organizational members and provides holistic understanding of what and how is to be achieved, how goals are interrelated, and how each employee could attain goals.

Overall, all the definitions listed above and the rest in other resources revolve around what organizational members have in common. Thus, it can be said that organizational culture is a bound that holds members together; it is what them think and act as one.

2.1.2 The Role of Organizational Culture

Denison's (1990) study assumes a prominent position as it explores the realm of personal and corporate values. The alignment of these principles is evident as a catalyst, not just for creating an atmosphere of commitment and inclusivity, but also for fostering increased motivation, which serves as a driving force for improved productivity (Denison, 1990). This section presents an account of the many psychological nuances that are present in the context of organizational culture. The investigation is supported by the works of O'Reilly and Chatman (1996), which explore the concept of values congruence and offer further insights into the impact of shared values on employee behavior. Cameron and Quinn (2006) conducted a comprehensive study that delved into the impact of organizational culture on communication dynamics and the fostering of teamwork. We delve into the diverse aspects of communication within organizational settings, gaining insights into how a culture that is both open and positive encourages collaboration, reduces obstacles, and accelerates the flow of information (Cameron and Quinn, 2006). This in-depth examination reveals the interrelated themes that support decision-making processes' effectiveness. Detert, Schroeder, and Mauriel (2000) conducted a study that provides an additional viewpoint on how organizational culture influences communication methods.

2.1.3 Variables of Organizational Culture

Workplace Environment

Various studies have been carried out on workplace environment as a factor that determines employee productivity. In his study, Tamessek (2009) analyzed the extent to which employees perceive their workplace environment as fulfilling their intrinsic, extrinsic, and social needs and their need to stay in the organization. He also analyzed the impact of perception of workplace environments on employee commitment and turnover in the organization, he concluded that if the employees are provided with enabling workplace environmental support, they will be highly satisfied and show high level of commitment towards their organization and hence increase productivity.

The influence degree of working environment is the counterpart requirement of a creative job. Higher job satisfaction and lower intentions to leave were found for those individuals whose workplace environment accompanied the creative requirements of jobs. Enhancing the creative performance of employees has been recommended as dire for remaining competitive in a dynamic environment and for enhancing the overall innovations of an organization (Janssen, O. and NW. Van Yperen, 2004).

Workplace environment can be divided into two components namely physical and behavioral components. The physical environment consists of elements that relate to the office occupiers' ability to physically connect with their office environment. The behavioral environment consists of components that relate to how well the office occupiers connect with each other, and the impact the office environment can have on the behavior of the individual. According to Haynes (2008), the physical environment with the productivity of its occupants falls into main categories office layout (open plan verses cellular offices) and office comfort (matching the office environment to the work processes), and the behavioral environment represents the two main components namely interaction and distraction.

Trust

Trust among the team members comes when member of the teams develops the confidence in each other competence. According to Mickan and Rodger (2000) there is positive relationship between the team performance and trust. Trust generates the behavioral basis of teamwork, which results in organizational synergy and better productivity of an employee. Development of trust within the organization is the responsibility of individuals. Creation of conducive and the trustable environment for synergetic teamwork is the responsibility of organization. According to Manz and Neck (2004) high productive teams within the organization exist when there is cooperation and unity exists between members.

Teamwork

The impact of teamwork on employee's occupational performance has been a major topic of many researches done by academics and practitioners in the previous years (Jones et al, 2007). The reason behind this attention is the fact that the practical concept of teamwork has a strong influence on the efficiency of any organization and the employees who work in it. Teamwork defined by some researchers as an essential occupational skill that is necessary to accomplish and achieve the visions, goals, plans and objectives of the organization and to activate and enhance the efficiency of the workers there. Several causes and reasons clarify and highlight the link between teamwork and the level and quality of the performance in workplace. Jones et, al (2007) state that understanding the impact of teamwork on efficiency is important because teamwork viewed by some researchers as one of the key driving forces for improving a firm's performance.

Nowadays, many organizational divisions have adopted the culture of teamwork as key to achieve greater success. Teamwork was previously viewed as the actions of employees brought together to attain a certain objective or goal by placing the interests of each member to the interest of the overall group (Chukwudi, 2014). Similarly, Ooko (2013) thought about teamwork as a group of people working together in order to attain a common goal. The author indicated that teams in organizations usually consist of employees who acquire necessary skills that are important to achieve the desired objectives. In this incident, all team members have the

opportunities to teach each other how to perform a particular task skillfully and professionally. Hence, the greater the degree of collaboration among team members, the higher is the opportunity for shared learning and the greater is the level of efficiency.

Communication

Communication is a very crucial and significant element in an organization, and it is necessary for creating collaboration among workers and allowing the organization to function effectively. The flow of information and communication within an organization has its own effects on employees' performance and decision-making (Titang, 2013). Communication is vital to create and maintain relationships as well as the ability to communicate effectively. Sharing ideas, giving opinions, finding out what one needs to know, explaining what one wants, working out differences with others, expressing one's feelings (Goleman, 1998) can be regarded as essential elements in being able to relate to and work with other people. Whatever technological developments take place; the significance of relationships is not likely to be reduced.

The importance of communication cannot be denied for organizations as applied to their ability to influence the bottom line as found in growing evidence linked with work productivity (Muda et al, 2014). With effective communication, a company can have good coordination among the teams or units in an organization whereby the absence of it will reflect problems in running business operations or critically cause the damage between individuals. Effective and consistent communication affords employees windows of opportunities for healthy relationships with or within the organization, which also cultivates, fosters, and nurtures productivity.

2.1.4 Measurement and Assessment of Organizational Culture

Strong measurement and assessment tools are essential for navigating the maze of corporate culture. The Organizational Culture Assessment Instrument (OCAI), created by Cameron and Quinn in 2006, acts as a guiding tool for organizations, providing them with a systematic approach to identify their existing culture and align it with the desired cultural characteristics (Cameron and

Quinn, 2006). This section functions as a helpful manual, examining how to use these tools to maximize productivity and accomplish organizational objectives. Moreover, the research conducted by Diagnon and Lord (1990) enhances our understanding of the importance of cultural evaluation in the progress of an organization.

2.2 Empirical Review

Research conducted globally provides further insights into the impact of organizational culture dimensions on employee efficiency. Immergluck and Baum (2020) emphasize the role of trust, communication, and collaboration in enhancing organizational efficiency through a robust organizational culture. Detert et al. (2000) and O'Reilly & Chatman (1996) highlight the importance of communication channels in linking organizational culture to improvement initiatives and employee engagement.

Research done by Lee and Park (2006), one of factors that affect employee productivity that develop in the workplace may be called blended friendships which can have a positive impact on an employee's work efficiency. According to them, employee relationship can lead to more cohesive work groups, more satisfied and committed employees, greater efficiency; greater goal attainment; increased positive feelings about the organization; better job performance and prevention of employee turnover and employee desire to leave the company.

The results of previous research by (May *et al.*, 2004; Schaufeli & Bakker, 2004) have informed that the role of social support from co-workers as a force that supports the work will have an impact on employee engagement. Previous research suggests that co-worker's relations and the relationship with other employees will influence employee engagement in the workplace. Social Exchange Theory is the reason why choose to be engaged by the job or place of work. Social Exchange Theory also explains why people respond to various psychological conditions and social conditions in the workplace with varying degrees of engagement of individuals to work (Saks, 2006).

Other studies done by Kogler Hill, Bahniuk, & Dobos, (1989) Employee communication also promotes employee task performance, making work tasks easier to execute by giving critical

information about “knowing the ropes” processes, by directly helping employees advance toward their work goals and by facilitating smooth social transactions with coworkers can result in performance gains. Even when the motives for providing support are centered on the person at the receiving end (e.g., skill development), the net result of coworker support is an improvement in the focal employee’s performance level.

According to studies done by researchers like (Crabtree, 2004; Song and Olshfski, 2008) Organization consist of a group of people with similar aims, objectives, goals and insights who cooperatively joined hands together to achieve what individuals cannot achieve in isolation under an effective coordinating mechanism. However, in any organization that is goal-oriented, workers cooperative efforts coupled with their level of interpersonal relationship tend to influence the entire work-group performance. The need for interpersonal relationship at workplace therefore cannot be overemphasized. Valued interpersonal relationship can influence organizational outcomes by increasing institutional participation, establish supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover.

Generally, within the organization, coworkers should be the most relevant referent for social comparisons to be made against. A Study done by LePine & Van Dyne (2001) Employee–coworker relationships have become more important, as an increasing number of organizations have adopted flatter organizational and team-based structures. As a result, there is a real possibility that coworkers do influence fellow employees in the workplace (Umphress, Labianca, Brass, Kass, & Scholten, 2003). All the above suggest that a coworker plays a significant role as a social referent in the workplace. Reflecting changes in the work environment, scholars have paid increasing attention to the role of coworker. In line with this research endeavor, we suggest that a coworker has critical influence on a focal employee’s interpretation of his/her workplace, which in turn influences the employee’s exchange relationships, attitudes, and behaviors. Among the many characteristics of a coworker, we suggest that a coworker’s exchange ideology can Influence a focal employee since this characteristic can be considered one of the central aspects of the social exchange perspective (Scott & Colquitt, 2007).

Based on these functional values of coworker’s trust, previous empirical research in psychology,

sociology, and management by Riordan & Griffeth (1995) commonly revealed that coworker's trust could influence employees' work-related attitudes, intentions, and behaviors such as job satisfaction, job performance, turnover intention, and absenteeism. Dotan (2007) suggested that when employees have trustful friends at work, they could get help or advice from their friend coworkers and, therefore, gain feelings of security, comfort, and satisfaction with their job at work.

Also, employees in friendship tend to engage in altruistic behaviors by providing co-workers with help, guide, advice, feedback, recommendation, or information on various work-related matters (Hamilton, 2007).

Organizational culture dimensions such as trust, communication, teamwork, and workplace environment are critical factors influencing employee efficiency and organizational outcomes globally and within the Ethiopian context. This review synthesizes recent empirical research to explore these dimensions and their implications for organizational effectiveness.

Trust

Trust is fundamental for fostering cooperation, collaboration, and productivity within organizations (Immergluck & Baum, 2020; Kahn, 1990). Research indicates that higher levels of trust lead to increased employee engagement and job satisfaction, contributing to improved organizational performance (Macey & Schneider, 2008; Salama, 2018). In Ethiopian settings, Kebede et al. (2022) highlight trust as a catalyst for innovation and collaboration, essential for navigating complex business environments.

Communication

Effective communication is crucial for organizational success as it enhances clarity, reduces misunderstandings, and aligns organizational goals (Detert et al., 2000; O'Reilly & Chatman, 1996). Studies globally emphasize that open communication channels facilitate information flow, decision-making, and problem-solving, thereby enhancing organizational efficiency (Detert et al., 2000; Truss et al., 2013). In Ethiopia, Assefa et al. (2022) and Mekonnen et al. (2021) explore strategies to overcome communication barriers, underscoring its role in improving organizational effectiveness.

Teamwork

Teamwork promotes synergy and collective achievement within organizations, enabling diverse skills and perspectives to drive innovation and adaptability (Armenakis et al., 1993; Cameron & Quinn, 2006). Global research indicates that effective teams foster a collaborative environment conducive to achieving organizational goals (Cameron & Quinn, 2006; Kotter, 1996). In Ethiopian contexts, Berhanu et al. (2023) and Hailemariam & Tesfaye (2024) emphasize cultural dynamics and teamwork effectiveness, highlighting how organizational culture shapes collaborative efforts and enhances overall efficiency.

Workplace Environment

The workplace environment significantly impacts employee well-being, satisfaction, and performance globally (Borman, 2018; Schein, 2010). Research suggests that a positive work environment, including physical space and organizational climate, enhances employee engagement and productivity (Borman, 2018; Schein, 2010). In Ethiopia, Abebe and Wondimu (2024) and Dereje et al. (2023) explore the relationship between workplace environment and employee well-being, emphasizing the importance of creating supportive work environments.

Conclusion

Empirical evidence from global and Ethiopian studies underscores the critical role of organizational culture dimensions—trust, communication, teamwork, and workplace environment—in influencing employee efficiency and organizational performance. By integrating these dimensions into organizational strategies, businesses can cultivate a positive work culture that not only enhances employee engagement and productivity but also drives sustainable organizational growth.

2.3 Conceptual Framework

The conceptual framework of this study includes two major concepts: employee relationship practice and employee efficiency.

The variables, which affect the employee efficiency, are the following according to the literature review. Trust, Communication, Team Work, workplace environment, are related directly to greater efficiency of employees. This variable contributes either positively or negatively to employee efficiency. The employee efficiency in question will depend on how the employee relationship variable acts and the figure below supports this argument.

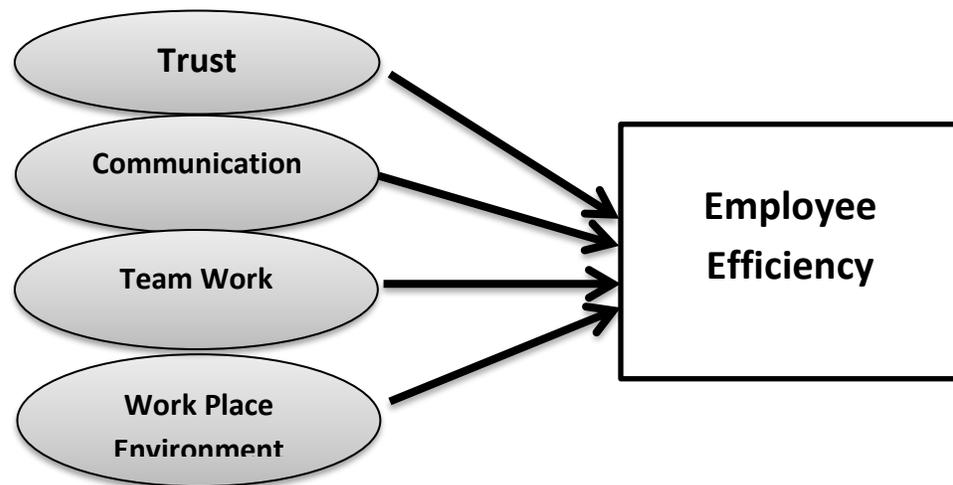


Figure 2.1 : Factors Affecting Employee Efficiency

2.4 Research Hypothesis

(H1): There is a significant contribution of trust on efficiency, indicating that a higher level of trust, contribute to higher efficiency levels within the organization.

(H2): There is a significant contribution of communication on efficiency, indicating that a higher level of effective communication, contribute to higher efficiency levels within the organization.

(H3): There is a significant contribution of teamwork on efficiency, indicating that a higher level of teamwork, contribute to higher efficiency levels within the organization.

(H4): There is a significant contribution of work environment on efficiency, indicating that a higher level of positive work environment, contribute to higher efficiency levels within the organization.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This section delves into the research methodology, providing an overview of the various procedures, approaches, and techniques employed in the collection and assessment of data. The methodology is structured in the following sequence: clarification of the research design, identification of data sources and tools, determination of sample size and sampling methods, analysis of data, presentation of findings, consideration of ethical aspects, classification of data types, identification of data sources and target population, determination of sample size, selection of samples, and explanation of methods and design.

3.1 Research Approach

Regarding the research approach, this research is based on the assumptions of deductive approach which is highly advocated by positivist philosophers. The researcher chooses this approach because, a deductive approach is concerned with “developing a hypothesis based on existing theory, and the designing a research strategy to test the hypothesis “(Wilson,2010). In this research, the study begins from the existing theories, models and literature concerning organizational culture. The research follows quantitative approach because the study requires an analysis of the organizational culture dimensions which impact on employees’ performance in analysis of the organizational culture dimensions which impact on employees ‘efficiency in CDTRC. The relationships among variables statically tested, which required a quantitative approach and also used hypothesis testing to determine the relationship among the study variables.

3.2 Research Design

The selection of research design depends on objectives that the researchers want to achieve (Neiwing,2011). The number one target of this research is to test the contribution of organizational culture on efficiency of employees at Child Development Training and Research Center. To accomplish this goal the researcher used descriptive and explanatory type of approach.

The research questions addressed through the utilization of a quantitative research approach in this study. By employing a quantitative methodology, the researcher examined the correlation between the variables and employee efficiency. The data collected used to make predictions and search for cause-and-effect relationships. The current research design chosen to determine the existence of specific relationships among the research variables, rather than solely focusing on data collection and description

3.3 Source of Data

A structured questionnaire served as the main source of research data collection. Furthermore, web-based questionnaires developed to collect primary data from the professional staff members of CDTRC. The study involved all employees of CDTRC as participants. To enhance the validity of the study data and address any potential gaps in the questionnaire, additional information took from relevant reports, journals, company procedures and policies, as well as other related research. To fully assess factors affecting employee efficiency, two data types has been used.

3.3.1 Primary Data

Primary data refers to exclusive information that is collected by the researcher for the initial time. The researcher has made a survey through structured questionnaires. During experimental research, primary data collection methods are employed while conducting experiments (Kothari 2004). In this study, a questionnaire is used to gather data. The underlying reason for utilizing primary data collection methods such as observation and questionnaires is that they enable the researcher to obtain information that would otherwise be difficult to acquire.

3.4 Target Population (Sample Size and Sampling Techniques)

Since my target, study population is very small. It is very challenging to use sampling technique. so, finally the researcher decided to consider every member of the organization or to use census, which means 136 employees. Census is a vital tool utilized by governments and organizations worldwide to gather comprehensive data about populations. It involves systematically collecting information from every individual within a given population rather than relying on a sample. The data collected in a census encompasses various demographic, social, and economic characteristics, providing invaluable insights for policy-making, resource allocation, and decision-making processes (Anderson, 2015). By capturing a complete snapshot of the population, censuses enable governments to understand population dynamics, monitor demographic trends, and plan for future needs effectively (United Nations, 2020).

3.5 Method of Data Analysis

The researcher used statistical methods to analyze the collected data. These methods include descriptive, correlational and regression analysis. Our aim is to examine the quantitative data in order to identify any significant correlations between organizational culture variables and efficiency. Additionally, we will delve into the qualitative data to determine which specific cultural elements have an impact on efficiency.

To analyze the data, we will utilize descriptive statistics such as frequencies, percentages, means, and standard deviation. Descriptive statistics involve the application of measures of dispersion, such as variance, quartile deviation, and standard deviation, as well as measures of central tendencies, such as mean, median, and mode. These measures help characterize a group of subjects by indicating the degree to which a measure or variable is close to the central measure or variable. Furthermore, they provide insights into the dispersion of a measure, indicating its distance from the central measure or variable.

Given that our intention is not to generalize the findings beyond the sample, descriptive analysis is particularly relevant to this investigation. Moreover, we employed factor analysis to identify the key elements that influence worker efficiency.

3.6 Reliability Analysis

Table 3.1: Reliability Test

Description	NO. of Items	Cronbach's Alpha
Trust	5	0.803
Team Work	5	0.721
Communication	5	0.762
Work place Environment	5	0.730
Employee Efficiency	5	0.717

Source, (Survey data ,2024)

According to (Carmines and Zeller, 1979), Reliability is concerned with the degree to which the measurement of a phenomenon produces stable and consistent results. Reliability is also related to repeatability. Reliability testing is important because it indicates the uniformity of measuring 27 equipment components (Huck, 2007). A scale is said to have high internal consistency reliability if the scale items are “related to each other” and measure the same construct (Huck, 2007, Robinson, 2009). The most commonly used method to measure internal consistency is Cronbach's Alpha. This is considered the most appropriate measure of reliability when using a Likert scale (Whitley, 2002, Robinson, 2009). Although there are no absolute rules regarding internal consistency, most agree on a minimum internal consistency coefficient of 0.70 (Whitley, 2002, Robinson, 2009). Hinton (2004) proposed four reliability thresholds, including excellent reliability (above 0.90), high reliability (0.70–0.90), moderate reliability (0.50–0.70), and low reliability (below 0.50). Therefore, the reliability of the data was being checked by Cronbach’s Alpha.

3.7 Validity

According to (Adams, 2007). States that the question of validity concerns whether the items capture the intended data. A group of colleagues and experts invited to evaluate the instrument to confirm its validity. A few similar items repeated in different sections of the questionnaire to test for response bias. Consequently, experts and the research advisor validated the survey's face validity. All the required adjustments were made in light of the feedback from these specialists and colleagues. In addition, the study's content validity guaranteed by the alignment of the research question, conceptual framework, and data instrument. To improve the validity of the instruments the researcher was first pre-tested the questionnaire in a pilot study. The responses from the pilot study used to guide the researcher in making necessary changes and corrections to the questionnaire to enhance its validity

3.8 Data Presentation

Tables, frequency tables, and percentages will be used to present the data; these presentations aid in the interpretation process and allow the conclusions to be drawn based on the tables. The summary statistics will be analyzed in order to determine the frequency counts and the percentage of the demographic information.

3.9 Ethical Considerations

The research institution's ethical standards will be followed during this study. Informed consent will be obtained from participants prior to their involvement, and any potential risks will be minimized. Participation will be voluntary, and all participant information will be treated confidentially.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter, the findings of the study with its data analysis and interpretation will be presented. The data analysis and interpretation parts are composed of information that will be collected using primary data collection methods (questionnaire).

4.1 Response Rate

In this study, I, the researcher distributed questionnaire to 136 employees of CDTRC. Out of 136 employees 107 people returned. These represent a response rate of 78.68 %. This is a commendable response rate basing on Kothari (2004), who pointed that 50 % response rate is adequate, 60% is good, while 70 % and above is rated to be very good. In addition, Richardson (2005) asserts that an overall response rate for a research questionnaire of at least 60% is both desirable and achievable, as such, 77% response rate approximate for excellent. So, this gives the researcher a confidence to proceed with the analysis and interpretation.

Table 4.1: Response Rate

Response rate	Sample Size	Percentage
Returned questionnaires	107	78.68
Unreturned questionnaires	29	21.32
Total	136	100

Source, survey data, 2024

4.2 Demographic Characteristic

This part assesses demographic characteristics of respondents. Respondents were asked about their gender, age, level of education they attend, position and status in the organization. Demographic characteristics of respondents provided important information that helps the researcher to determine the ability of the respondent to contribute meaningfully to the investigation. The result is presented in Table 4.2.

Table 4.2 General Information of the respondent

Factor level	Frequency	Percentage
1. Gender		
Male	78	73.6
Female	39	36.4
Total	107	100
2. Age		
18-25 years	8	7.47
26- 40 Years	79	73.84
41- 55 Years	13	12.14
Over 55 years	7	6.54
Total	107	100
3. Educational Qualification		
Secondary school	6	5.6
Diploma	9	8.4
Degree	65	60.7
Master and above	27	25.2
Total	107	
4. Number of years you have worked for the organization		
Under 4 years	16	14.9
5-9 years	67	62.6
10-15 years	11	10.2
Above 16	13	12.2
Total	107	100
5. Employee status		
Management staff	17	15.9
Non –management staff	90	84.1
Total	107	100

Source, (survey data, 2024)

Table 4.2 above shows the gender distribution of the respondents who participated in the study. From table 4.2 show that 73.6 % were males while 26.4 % were females. The Findings showed that male respondents were more than with female representation and this finding indicated that males are dominated in the organization. Respondents Represented employees from a range of ages. The age distribution was 79 respondents (73.83 %) age between 26 -40 years, 13 respondents (12.14%) were age between 41-55 years, 8 respondents (7.47%) were age between 18-25 years and 7 respondents (6.54 %) were above 55 years. The different age groups were therefore well represented in the study though majority of respondents were aged between 26 -40 years.

Regarding the educational qualification, 60.7 % of the respondents were having First Degree, 25.2 % respondents were having Second degree, and above, the remaining 8.4 % of the respondents were having diploma and one respondent having secondary education. This therefore means that the respondents who participated in this study were well informed about the organizational culture practices. Respondents were also asked their length of service year in the center, accordingly, 47.7 % of the respondents were stayed in the organization from a range of 3-6 years, 22% were stayed for less than three years and 19.7 % were stayed for 6-10 years. This may have implied that the tenure distribution is fairly represented. Regarding their job position, 84.1% were non – management staffs, and 15.9 % were managerial staffs.

4.3. Descriptive Analysis

Descriptive statics were used to explain the basic features of the data that was collected from the respondents. With the aim of understanding the existing organizational culture in the organization, employees were asked to give their extent of agreement to the statements with regard to the four organizational culture dimensions of Workplace Environment, Trust, Team work and Communication in a five-point Likert scale and the analyzed with descriptive statistics of mean score and standard deviation. Accordingly, the composite mean value shows the average of all respondents' perceptions on each question.

According to Zaidaton & Bagheri (2009) the mean score below 3.39 was considered as low, the mean score from 3.4 up to 3.79 was considered as moderate and mean score above 3.8 was considers as high. A 5 –point Likert scale was used to rate the various indicators whereby 1 point was accorded to 'strongly disagree', 2 points as 'disagree' 3-point as 'Neutral', 4-point as 'agree

‘, and 5-point as ‘strongly Agree ‘. While, standard deviation shows how diverse are the perceptions of respondents for a given question. Thus, detail of the analysis was presented as follows.

Table 4.3 Summary of descriptive statics for Organizational culture variables

Variables	Mean	Stdv	Min	Max
Workplace Environment	3.78	0.93	1	5
Trust	4.03	0.59	2	5
Team work	3.85	0.94	1	5
Communication	3.97	0.84	1	5

4.3.1 Workplace Environment

My first dimension of organizational culture that my study assessed was workplace environment. Effective organizations having right workplace environment encourage their employee by securing the platform of efficiency and the wellbeing of their employee. Every level of the organization means executives, managers and others feel encouraged to perform well and practice efficiency in every step of their work. As shown in table 4.3, workplace environment received the highest grand mean score (M=3.78 with SD = 0.93) of the three sub dimensions, indicating that workplace environment culture practice is well embraced in the bank. These imply the workplace environment culture dimension is well practiced.

4.3.2 Trust

The second dimension of organizational culture that my study assessed was Trust. Organizations having Trust cultures tend to be effective in fostering efficiency. Trust is a powerful source of productivity and creates mutual dependency to work together and bring efficiency.

As indicated in table 4.3 above, from the three sub dimensions: Trust has got the highest grand mean score of (M=4.03 with, SD =0.59) confirmed that the trust as one element organizational culture practiced at Child Development Training and Research Center.

This imply this specific culture dimension is in good status and practiced well among the other dimensions.

4.3.3 Team Work

The third dimension of organizational culture that my study assessed was Team Work. Organizations having Teamwork culture have developed norms and beliefs that enhance an organization's ability to coordinate integrate and work efficiently.

As shown in table 4.3 , among the three dimensions of organizational culture Team work got (mean M= 3.85 with SD = 0.944) . This specific culture dimension is also practiced very well in the center.

4.3.4 Communication

The fourth dimension of organizational culture that this study assessed was vision culture. Organizations having mission culture have a shared sense of purpose, direction and strategy that can coordinate and galvanize organizational members toward collective goals. As indicated in table 4.6 above, from four-dimension Communication grand mean score of (M= 3.97 with SD =0.84) confirmed that communication as one of organizational culture is adopted very well. Next to trust the organization is doing well in communication culture.

4.4 Employee efficiency

Employees of CDTRC efficiency response rate was assessed with five efficiency indicators. The sampled employees were asked to rate with a five –scale agreement and the mean response for each item was presented in table 4.4

In line with the objectives of the study, the study examined the findings of all the questions that had been posed using the questionnaire and the answers responded to by the participants.

The responses were rated using the Likert-type scale was used to rate their responses on a 5 – point scale, 5 = Strongly Agree (SA), 4 = Agree (A), 3 = Neutral (N), 2 = Disagree (D) and 1 = Strongly Disagree (SD).

Table 4.4: Employees’ efficiency at CDTRC

No.	Indicators	Mean	STD
1	I accomplish tasks quickly and efficiently.	3.75	.823
2	I have high standard of task accomplishment.	3.85	.843
3	My work outcomes are of highly efficient.	3.68	.967
4	I always beat our team targets.	3.59	.882
5	I can manage my time and allocate resources efficiently.	3.38	.923
	Average	3.65	0.89

Source,(Survey data ,2024)

The overall response rate which was found computing the five items requested about employee efficiency was grand mean score of 3.65 , indicating employee have high level of efficiency. The total standard deviation aggregate was also found to be 0.89 implying that at most of the responses were spread within 0.82 standard deviation of the mean. This indicates that when respondents were questioned about the level of their was little variation in their answers. Whereas among the questions requested whether employee have high standard of task accomplishment got the highest mean score (3.85) .This indicates that the majority of sample respondents were thought to complete the work in high standards.

Generally the respondents’ opinion on their efficiency level is high, with a grand mean score of 3.65, indicating that most respondents are more in agreement with the statements included in the 5 questions used to measure their employee efficiency level.

4.5 Correlation Analysis

The study conducted correlation analysis to test the strength of relationship or association between the research variables from the primary data. Correlation is the measure of the relationship or association between two continuous numeric variables (Kothari, 2004). The value of correlation coefficient ranges between -1 and +1 . A correlation coefficient of +1 indicates that two variables are perfectly related in a positive linear. A correlation of -1 indicates that two variables are negatively linearly related and a correlation coefficient of 0 indicates that there is no linear relationship between two variables. Accordingly, in order to assess the relationship between organizational culture dimensions and employee efficiency. In order to determine the significance level of the correlation and to evaluate and measure the strength of this relationship, a Spearman correlation coefficient was conducted. According to Bartz(2009) Correlation Coefficient greater than 0.8 was considered high, 0.6-0.8 is strong , 0.4-0.6 is moderate and 0.2-0.4 is low and below 0.2 was consider as very low .

Table 4.5: Correlational Analysis of OC dimensions and Employee efficiency

		WORKPLACE ENVIRONMENT	TRUST	TEAMWORK	COMMUNICATION	EFFICIENCY
WORKPLACE ENVIRONMENT	Spearman correlation	1				
	Sig. (2-tailed)					
	N	107				
TRUST	Spearman correlation	.343**	1			
	Sig. (2-tailed)	.185				
	N	107	107			
TEAM WORK	Spearman correlation	.228**	.205	1		
	Sig. (2-tailed)	.003	.008			
	N	107	107	107		
COMMUNICATIO	Spearman correlation	.056**	.275**	.408**	1	
N	Sig. (2-tailed)	.000	.000	.000		
	N	107	107	107	107	
EFFICIENCY	Spearman correlation	.603	.671**	.618**	.517	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	107	107	107	107	107

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

Accordingly, the findings of the study are presented in Table 4.5. The result shows that there is positive and strong relationship between the four organizational culture dimensions (Workplace Environment, Trust, Teamwork and Communication) and employee efficiency. The result shows that workplace Environment as organizational culture dimensions were positively correlated to employee efficiency with a spearman correlation coefficient of $r = 0.603$ and at level of significance of 0.000. This relationship was strong. The results also revealed that there is a strong positive relationship between trusts, teamwork and employee efficiency with a Spearman's correlations coefficient of 0.671 and 0.618. These relationships were considered strong. The result also revealed that communication has moderate and positive relationship with employee efficiency with a Spearman's coefficient of $r = 0.517$.

Totally, all the four organizational culture dimensions (Workplace environment, Trust, Teamwork and communication) are positively strongly related with employee efficiency with average correlation coefficient 0.602. This indicates that organizational culture dimensions had a positive correlation with the employees' efficiency and the relationship is strong. The finding has previous empirical evidence investigated by shahzad (2014) showed that the relationship of overall organizational culture with employee efficiency with the result the correlation matrix value of Spearman's coefficient was 0.415 , which falls between “ 0.4 to 0.6” , and interpreted as organizational culture has a moderate relationship with employee efficiency .

4.6 Testing the statistical significance

This section describes the regression statistical analysis that was derived from the collected data and models. The purpose of this study was to see how organizational culture dimensions contribute for employee efficiency. Regression analysis was used to accomplish this. It starts with results basic assumption test and then precedes to results of the multiple linear regression models.

4.6.1 Assumptions Test for Multiple Linear Regressions

Multiple linear regressions are based on the assumptions of Ordinary Least Square (OLS). When one decides to analyze data by means of multiple regressions, part of the process involves checking to make sure that the data need to analyze can in fact be analyzed using multiple regression. One could do this for the reason that it is only appropriate to use multiple regressions if data “passes

“those assumptions that are required for multiple regressions to give a valid result. Therefore, in the following section necessary diagnostic tests were carried out on the variables.

i. Multicollinearity

According to Myers (1990) , multi collinearly refers to very high inter – correlation among predictor variables . A perfect linear relationship among the independent variables implies difficulty of computing unique estimates for regression model. Variance inflation factor (VIF) was used to check the seriousness of multi collinearly among explanatory variables. As a rule of thumb, multi collinearly is a potential problem when VIF is greater than 4 ; and , a serious problem when it is greater than 10 (Field, 2023) . Table 4.6 present the collinearly statics of the predictor variables. The result in table 1 indicated the collinearly statics were within the allowable values. The observed variance inflation factor (VIF) values from all predictor variables were less than 1 , and the tolerance values were below 1.0 , indicating an absence of multicollinearity (Field ,2013)

Table 4.6: Multi collinearly test for the study Variables

Variables	No. of items	VIF	Tolerance
Workplace Environment	5	0.84	1.190
Trust	5	0.836	1.196
Team Work	5	0.706	1.416
communication	5	0.726	1.377

Source, survey Data, 2024

ii. Linearity Test

The linearity assumption of multiple regression analysis assumes that there must be a linear relationship between the dependent variable and each of independent variables, as well as the dependent variable and the independent variables collectively (Asghar& Saleh, 2012). The most commonly used way of checking linearity is creating scatter plots and then visually inspecting these scatters plots to check for linearity. It is a sign of linearity if the figure lacks any evident

patterns and the points are evenly spaced above and below zero on the x-axis and to the left and right of zero on the Y-axis. The figures 4.1 show scatter –plot of student zed residual against linearity predictive value. The figures have a horizontal band of points indicating the linear relationship

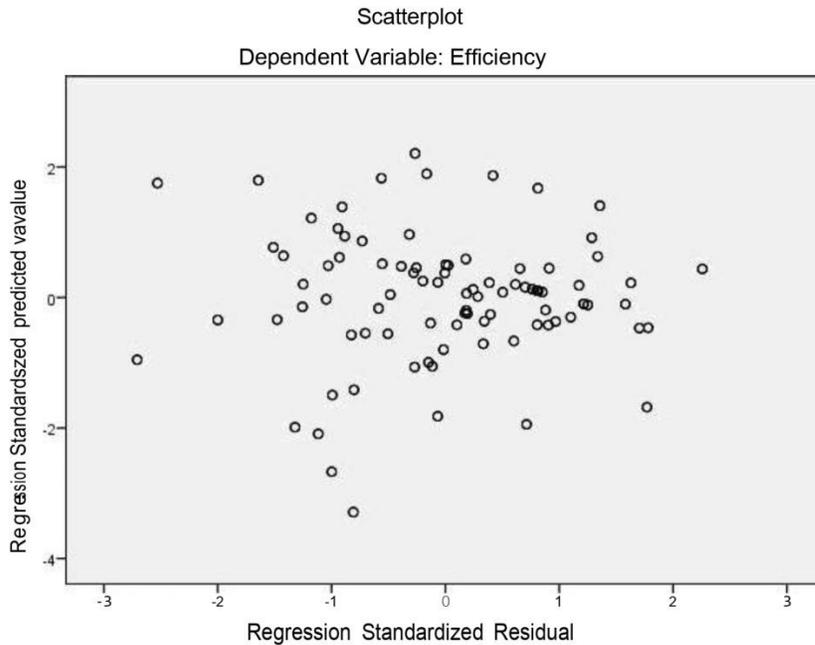


Figure 4.1 : a studentized residual scatter plot dependent variables

Source: (statistical data, 2026)

iii. Normality Test

The other assumption of multiple regressions is normally which assumes that residuals (errors) are approximately normally distributed. In order to make valid inferences from regression analysis, the residuals of the regression should follow normal distribution, A simple way to check this assumption is to plot normal p-p or Q-Q for the dependent variable to confirm the obtained result (Asghar & Saleh, 2012) . This graphical procedure plots the cumulative probabilities (values range from 0 to 1) on the X- axis and the expected probabilities given the normal curve on the Y- axis. If the sample were exactly normally distributed, the points would lie on a straight diagonal line. The figure 4.2 shows Normal P-P plots for the dependent variables (employees’ efficiency) in which the points would lie on a straight line confirming the data was normally distributed.

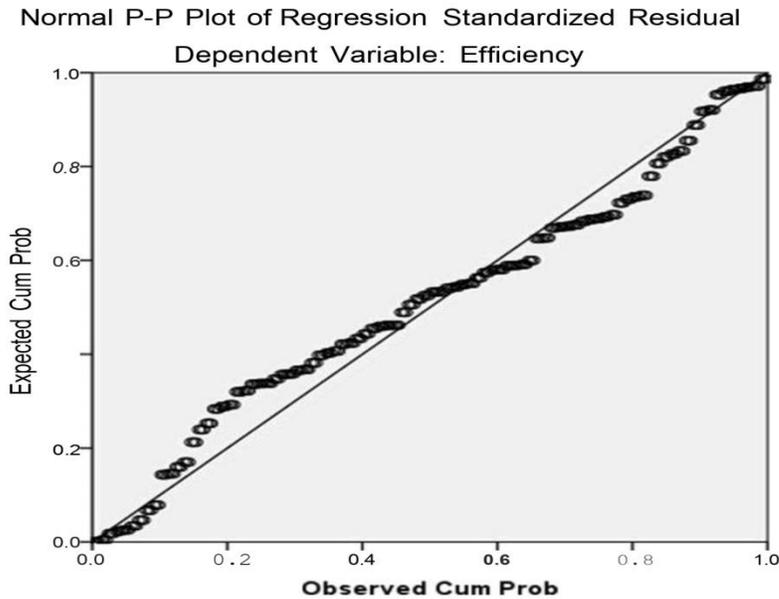


Fig 4.2 : Normal P-P plot of residual for dependent variable

iv. Heteroscedasticity test

Heteroscedasticity in a study usually happens when the variance of the errors varies across observation (Long & Ervin, 2000). The most commonly used method is Breusch–pagan test which was used to test the null hypothesis that the error variances are all equal versus the alternative that the error variance are a multiplicative function of one or more variables. Breusch-pagan tests the null hypothesis. A large chi-square value greater than 9.22 is an indication of the existence of heteroscedasticity (Sazali, et al, 2010). In this study, the sig –value for fitted values of dependent variable employees’ efficiency was 0.2331 and chi-square value of 1.42, which are indicating that heteroscedasticity was not a concern.

Table 4.7 : Breusch –pagan /Cook –weisberg test for Heteroscedasticity

<p>Breusch –pagan /Cook –weisberg test for heteroskedasticity</p> <p>Ho : Constant variance</p> <p>Variables: fitted values for employee efficiency</p> <p>Chi2(1) = 1.42</p> <p>Prob > chi2 = 0.2331</p>
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4.6.2. Regression Results

The main objective of study was to investigate the contribution of organizational culture on employees’ efficiency at CDTRC. To address this objective multiple linear regression was performed by making employee efficiency as dependent variable and the four the organizational cultural dimensions (Workplace Environment, Trust, Teamwork, and Communication) as independent variables.

i. Model Summary

Coefficient of determination explains the percentage of variation in the dependent variable (the employees’ efficiency) that is explained by all the four independent variables (workplace environment, Trust, Team Work and communication) The table 4.8 below preset the model summary.

Table 4.8: Model Summary the effect of organizational culture on Employee efficiency

Model	R	R square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.757a	.573	.559	3.183	1.711

- a. Predictors (constant), Workplace Environment, Trust, Teamwork, Communication
- b. Dependent variable: Employee Performance

Source, (survey data, 2026)

As indicated in the above table 4.8, R has value of 0.757, representing the simple correlation between the four independent variables (Workplace Environment, Trust, Teamwork and Communication) and employee efficiency. R^2 on the other hand explains the percentage of variation in employees' efficiency that is explained by the four organizational culture dimensions. The value R^2 is 0.559 tells that these dimensions of organizational culture can account for 55.9% of the variation in the overall employee efficiency. This means having a fair practice of Workplace Environment, Trust, Teamwork and Communication organizational culture dimensions in the organization are the factors that created the 55.9% of the variance on employee efficiency. The remaining 44.1% of the variability in employees' efficiency is left unexplained by the explanatory variables used in the study.

ii. ANOVA Interpretation

The result is ANOVA table 4.9 shows that the sum of squares of the regression is 1724.115 at 4 degrees of freedom and a mean square of 431.029. The residual sum of squares is 1286.696 with 127 degrees of freedom and mean square value of 10.131. The test for the joint significant, which is given by the F statics, is 42.544, it is statistically significant. The implication is independent variables considered were relevant in explaining employees' efficiency of CDTRC.

Table 4.9: ANOVA for the effect of organizational culture on Employee performance

Model	Sum of Squares	Df	Mean Square	F	Sig
1 Regression	1724.115	4	431.029	42.544	.000b
Residual	1286.696	127	10.131		
Total	3010.811	131			

a. **Dependent Variable: employee efficiency**

b. **Predictors: (constant), Workplace environment, Trust, Teamwork, Communication**

Source, (survey data, 2026)

iii. Regression Coefficients

The findings in Table 4.1 show the coefficients of the regression. According to the findings, all the four organizational culture dimensions (Workplace Environment, Trust, Teamwork and Communication) are significant in predicting the employees' efficiency since the p values were less than 0.05.

Table 4.10: Coefficients for the effect of Organizational culture on Employee efficiency

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	Std. Error	Beta		
(Constant)	11.045	4.255		2.596	.011
Workplace Environment	.258	.062	.265	4.186	.000
Trust	.408	.092	.281	4.433	.000
Teamwork	.388	.073	.366	5.300	.000
Communication	.319	.0108	.201	2.946	.004

Source, (survey data,2026)

Workplace Environment has positive and significant impact on employee efficiency with a beta value (beta = .258) and t value of 4.186 which is significant. Trust has also positive and significant impact on employee efficiency with a beta value (beta = .408) and t value of 4.433 which is also statistically significant. Similarly, Team works as one dimension on organizational culture has also positive and significant impact on employee efficiency with a beta value (beta = .388) and t value of 5.3 which is also statistically significant. Finally, communication as one organizational

culture dimension has also positive and significant impact on employee efficiency with a beta value (beta = .319) and t value of 2.946 which is also statistically significant

When these beta coefficients are substituted in the equation, the model becomes

$$Y = 11.04 + 0.258WPE + 0.408TR + 0.388TMW + 0.319CM$$

Where Y is the employee efficiency of CDTRC, WPE is workplace environment, TR is Trust, TMW is Team work and CM is communication. This means that holding another factor constant

- ✓ One unit increase in workplace environment practice result in 0.258 unit increases employee efficiency,
- ✓ One unit increase of trust practice result in 0.408 unit increase employee efficiency
- ✓ One unit increase in adaptability practice result in 0.38 unit increase in the employees' efficiency
- ✓ One unit increase in communication result in 0.319 unit increase in employees' efficiency.

4.7 Discussion of Findings

This section discusses the study result. The study was aimed to prove and investigate the significant contribution of organizational culture on employees' efficiency at CDTRC. The study measures organizational culture in terms of workplace environment, Trust, teamwork and communication. The study used multiple linear regression analysis to determine the statistical relationship between the independent and dependent variables.

The study found that Workplace Environment has significant impact on employees' efficiency at CDTRC. It indicates that where other explanatory variables remain constant the improvement in workplace Environment dimension has a positive influence on employees' efficiency and implies that when one unit increase in workplace Environment dimension results in 0.258-unit increase in employee's efficiency.

This study in addition found that Trust as organizational cultural dimension was found to have a high impact on employee efficiency at CDTRC. This study also revealed that teamwork was had significant contribution on employee's efficiency at CDTRC. Overall, from the outcome of the study, it was found that organizational culture has significant contribution on employee efficiency

at CDTRC. This means that the better organizational cultural practices in terms of workplace environment, trust, teamwork and communication increase the efficiency of employee. This is in line with the finding.

The researcher also researcher compares the findings with recent research conducted in Ethiopia to highlight similarities, differences, and implications for organizational practices and future research directions.

Recent studies in Ethiopia have highlighted the significance of trust in enhancing organizational performance. For instance, research by Alemu and Getachew (2023) found that higher levels of trust among employees lead to improved cooperation and efficiency. Our findings align with this perspective, suggesting that trust fosters an environment conducive to innovation and collaboration, ultimately enhancing efficiency (Kebede et al., 2022). However, variations in the impact of trust across different organizational contexts, as noted by Mengistu et al. (2021), underscore the need for tailored strategies to cultivate trust within Ethiopian organizations.

Effective teamwork has been emphasized as crucial for achieving organizational goals in Ethiopian contexts. Studies by Hailemariam and Tesfaye (2024) illustrate that promoting teamwork enhances task completion efficiency and overall organizational effectiveness. Our findings support this notion, indicating that collaborative team environments facilitate knowledge sharing and collective problem-solving, thereby improving efficiency (Berhanu et al., 2023). Nevertheless, challenges such as cultural differences affecting teamwork dynamics, as identified by Gebre et al. (2022), suggest the importance of culturally sensitive approaches to foster effective team interactions.

Clear and transparent communication has been recognized as essential for organizational success in Ethiopia. Research by Tadesse and Alemu (2023) demonstrates that effective communication channels contribute to employee engagement and organizational efficiency. Similarly, our study underscores the positive impact of open communication on reducing misunderstandings and aligning organizational goals, thereby enhancing efficiency (Assefa et al., 2022). However, barriers such as language diversity and hierarchical communication structures, as highlighted by Mekonnen et al. (2021), emphasize the need for strategies to overcome communication challenges in Ethiopian organizations.

The physical and social dimensions of the workplace significantly influence employee efficiency in Ethiopia. Studies by Abebe and Wondimu (2024) indicate that a supportive and conducive workplace environment enhances employee satisfaction and performance. Consistently, our findings suggest that investing in a positive workplace environment contributes to employee well-being and motivation, thereby boosting efficiency (Dereje et al., 2023). Conversely, inadequate infrastructure and workspace limitations identified by Kassahun et al. (2022) may hinder employee productivity, necessitating improvements in workplace conditions to optimize organizational performance.

Integration of Dimensions

The study contributes to understanding how the integration of organizational culture dimensions—trust, teamwork, communication, and workplace environment—can collectively impact employee efficiency in Ethiopian organizations. Similar to findings by Mulatu and Bekele (2021), the researcher highlights the synergistic effects of aligning these dimensions to create a cohesive organizational culture that supports high performance and effectiveness.

4.8 Summary of Hypothesis Test Results

In the previous chapter the researcher put out that the hypothesis saying the four organizational culture dimensions (workplace Environment, Trust, Teamwork, and communication) has significant contribution for employee efficiency. After testing the hypothesis through all the statistical tools and methodology the research result, support the hypothesis positively. The result of the hypothesis test is presented in Table 4.8 below.

Table 4.8 : Summary of Hypothesis Test

H₀	Hypothesis Statement	Explanation/Description	Decision
1	There is a significant contribution of trust on efficiency, indicating that a higher level of trust, contribute to higher efficiency levels within the organization.	When employees feel trusted by their managers and colleagues, it creates a conducive environment where people are more willing to take initiative, collaborate openly, and work towards common goals without fear of judgment or betrayal. This fosters a more efficient and cohesive work environment.	Accepted
2	There is a significant contribution of communication on efficiency, indicating that a higher level of effective communication, contribute to higher efficiency levels within the organization	Clear and frequent communication ensures that everyone understands their roles and responsibilities, reduces misunderstandings, and enables quick problem-solving. Teams that communicate well are better equipped to adapt to changes and challenges, ultimately improving their efficiency and performance.	Accepted
3	There is a significant contribution of teamwork on efficiency, indicating that a higher level of teamwork, contribute to higher efficiency levels within the organization.	When team members trust each other, communicate effectively, and collaborate seamlessly, they can leverage each other's strengths, share ideas, and support one another in achieving collective goals. This synergy leads to increased productivity, as tasks are completed more efficiently and with higher quality.	Accepted
4	There is a significant contribution of work place environment on efficiency, indicating that a higher level of positive work environment, contribute to higher efficiency levels within the organization.	A workplace that promotes respect, inclusivity, and psychological safety encourages employees to bring their best selves to work. When employees feel valued and supported, they are more motivated to contribute effectively, innovate, and strive for excellence in their work. This positive atmosphere contributes to employee of efficiency.	Accepted

Source, (survey data, 2026)

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of the findings of the study and after that, it puts the conclusions, recommendations, limitation of the study and future research direction. Based on the main findings and results, conclusions drawn and recommendations made.

5.1 Summary of Major Findings

The study conducted with an aim to investigate the contribution of organizational culture on employee efficiency at CDTRC. In order to address the objective, literature on organizational cultural dimension and employee efficiency reviewed and the survey questionnaire was prepared accordingly.

The findings from respondents' perception on the four organizational dimensions revealed that work place environment received grand mean score ($M= 3.78$) with $SD =0.93$) of the four sub dimensions, indicating that the Workplace environment culture practice is well embraced in the center and that has made a significant contribution to its employee efficiency. Secondly, the overall grand mean score for Trust is 4.03, which is an indication that the center's trust culture practiced at very high level in the center. Thirdly, the center teamwork culture has grand mean score of 3.85, indicating this culture is in decent form. Lastly, the center has an overall grand mean score of communication is 3.97, indicating that the center has a communication culture that is in good shape. More so , the study found that the overall response rate which was found by computing over the five questions requested about employee efficiency was mean score of ($M= 3.65$, $SD=0.86$) , indicating employees have high level of efficiency at the center .

The correlation result shows that there is a positive and significant relationship between all organizational culture dimensions (Workplace Environment, Trust, Team Work, and Communication) and employees' performance. The finding also indicates that among the four organization culture dimensions , the highest relationship was found between Trust and employees' efficiency using Pearson's correlation coefficient of $r = 0.671$, while the lowest relationship was found between communication and employee efficiency with a Pearson's

correlations coefficient of $r = 0.517$. The result also revealed that there is a strong positive relationship between the workplace environment, Teamwork and employee efficiency with a Pearson's correlation coefficient of $r = 0.603$ and 0.618 respectively.

The result of regression also indicates that all predictor variables or organizational culture dimensions (workplace environment, Trust, Teamwork and communication) have statistically significant contribution on combined influence the employees' efficiency. The result shows that the four independent variables workplace environment, trust, teamwork and communication that were studied explain 55.9% variation employees' performance as represented by the R^2 value. The remaining 44.1 % of the variability in employees' efficiency is left unexplained by the explanatory variables used in the study.

5.2 Conclusions

The study was undertaken to examine the contribution of the organizational culture on employees' efficiency at CDTRC. Accordingly, based on the findings presented in the above section; the researcher makes some conclusions concerning the contribution between the organizational culture and employee's efficiency.

The first specific objective of the study sought to examine or investigate the contribution of organizational culture dimensions on employees' efficiency at CDTRC. Results revealed the four organizational cultures have significant impact on employees' efficiency. This was supported by test for significance, which showed that the contribution was statistically significant. This implies that all the four cultural dimensions significantly important in improving efficiency of employees of CDTRC.

The second specific objective of the study sought to assess the overall impact of the cultural dimensions as a factor of contribution to efficiency thus this study proves that with slight difference all cultural dimension has significant contribution on employees' efficiency at the center. This result is supported by the coefficient of determination, which shows that collectively cultural dimension made variations on employees' efficiency of the center. The test for significance also showed that the contribution was statistically significant.

The third specific objective of the study aimed to determine how organizations adopt positive organizational culture and the study revealed fostering a conducive environment especially for the four cultural dimensions and working on different techniques of adoption like by including the development of organizational culture in their strategy.

The fourth specific objective of the study intended to assess the contribution of the dominant culture dimension for efficiency. The study repeatedly showed or proved in different statistical data that trust is the dominant specific dimension, which has higher contribution for employee efficiency at CDTRC. The result illustrated that trust cultural dimension has significant and positive contribution on employee efficiency. The test for significance also showed that the contribution was statistically significant. This implies that the center should therefore ensure that they leverage on Trust cultural dimension.

Overall, it can be concluded that all the organizational cultural dimensions (Workplace environment, Trust, Team work and communication) contribute for employee efficiency of CDTRC positively and significantly. The improvement of these organizational cultural practices has a higher potential of improving its employees' efficiency. Thus, it can be concluded that improved organizational cultural practices is an increasingly important tool for the higher employees' efficiency. Thus, it can be concluded that improved organizational cultural practices is an increasingly important tool for the higher employees' efficiency. Therefore, the management of CDTRC should foster and adopt these four organizational cultural dimensions as a way of improving its employees' efficiency.

5.3 Recommendations

Based on the findings and conclusions of the study, the researcher provides the following recommendations aimed at ensuring that the organizational cultural practices adopted by the center play a positive role in ensuring the improved efficiency of its employees'. Thus, based on the problem mentioned in the first part of the research, in the statement of problem part there is a new group of employees in the organization practically which is inert for the positive culture practice so

- ❖ The top management should foster a positive organizational culture such as Trust, teamwork, workplace environment and communication at work so that employees have a feeling of significance and belongingness. These culture dimensions will improve efficiency. In addition, they have to set clear strategy and align workers with the company's mission , vision that encourage teamwork and trust that bring strong relationships and flourish communication. While doing this we also promote authentic and trusted leadership, establish approachable management, foster a sense of purpose, encourage upward feedback, show of recognition and appreciation, and focus on diversity and inclusion.
- ❖ It is advised to conduct an organization-wide cultural audit in order to identify the areas where top management should step in to improve organizational culture. This will allow for a complete understanding of the current culture and the formulation of organizational culture plans. Since this will offer all employees/ members a sense of belonging and thus boost their efficiency, motivation, and performance. Top management should establish norms and an atmosphere that makes it possible for leaders and subordinates to carry out activities jointly with in a team.
- ❖ Since trust culture dimension has a significantly contributed towards employee efficiency, the center is expected to have the ability to understand and react. The importance of such cultural dimension to improve efficiency in a resource scarce environment and win the competition with other competitors. The center is anticipated to put in a lot of effort in this respect, so it is good that the organization implement and adaptation strategy. Therefore, whenever there are new changes implemented within the organization, the organization should develop a communication strategy to help the employees become more familiar with it. This will increase the employees' trust significantly and lower a culture of resistance.

5.4 Further Research Direction

Although this research provides some significant insights into organizational culture practices of Child Development Training and Research Center, there is still a chance to extend the findings to gain a more comprehensive understanding. Future researchers should conduct their studies in other organizations in order to extend the empirical data in the field because the study of the research is restricted to just one organization and even has a small sample size. Researchers also recommend

future research based on the employee efficiency appraisal result other than on the employees' perception and opinion.

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APPENDIX

QUESTIONNAIRE

ST. MARRY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

QUESTIONNAIRE FOR EMPLOOYEE OF CDTRC

Dear Valued Respondents,

The purpose of this questionnaire is to collect data for post graduate study for masters of Business Administration program in St. Mary's University for the study entitled "the contribution of organizational culture for efficiency: the case of child development training and research center." This questionnaire is required to assist in determining the objectives of the study. Your Privacy will be kept anonymously and, therefore, no one knows who provided the information. Any information provided will be used for academic purpose only and will be treated in strict confidence. Therefore, you are kindly requested to provide your responses to different questions below.

Thank you in advance for agreeing to participate in this study!

General Instructions: - In all cases where answer options are available, please tick (√) in the appropriate box. You do not need to write your name

Section A: Demographic Profile of Respondent

Instruction: Please tick (√) in the appropriate box. You do not need to write your name.

1. Gender : Male
 Female

1. Which of the following age group describes you?

- | | |
|--------------------------|----------|
| <input type="checkbox"/> | 18-25 |
| <input type="checkbox"/> | 26-40 |
| <input type="checkbox"/> | 41-55 |
| <input type="checkbox"/> | Above 55 |

2. Number of years you have worked for the organization (In years):

- | | |
|--------------------------|-------------|
| <input type="checkbox"/> | Under four |
| <input type="checkbox"/> | 5-9 |
| <input type="checkbox"/> | 10-15 |
| <input type="checkbox"/> | Above 16-20 |

3. Educational Qualification

- | | | | |
|--------------------------|----------------------|--------------------------|---------------------|
| <input type="checkbox"/> | High School Graduate | <input type="checkbox"/> | Diploma |
| <input type="checkbox"/> | BA/BSc Degree | <input type="checkbox"/> | Above Master Degree |

4. Employment status

- | | | | |
|--------------------------|------------|--------------------------|-----------------------|
| <input type="checkbox"/> | Management | <input type="checkbox"/> | Non –management Staff |
|--------------------------|------------|--------------------------|-----------------------|

Section B: Opinion survey on the contribution of organizational culture for efficiency: the case of child development training and research center based on the following likert scale; **5 - Strongly Agree, 4 – Agree , 3 – Uncertain, 2 – Disagree 1 – strongly disagree**

Instruction: Please indicate your level of agreement with each of the following statements. Put (√) the number that best corresponds to your answer.

A - WORKPLACE ENVIRONMENT

Q. No	Statements	1	2	3	4	5
1.	I agree that the workplace environment plays a significant role in employee efficiency.					
2.	I agree positive workplace atmosphere enhances employee motivation and, consequently, efficiency.					
3.	I agree the availability of necessary resources contributes to employee efficiency.					
4.	I believe that a supportive and inclusive workplace culture positively affects employee efficiency					
5.	I agree that a well-maintained and clean workplace environment fosters a sense of well-being among employees, thereby enhancing efficiency.					

B- TRUST

Q. No	Statements	1	2	3	4	5
1.	I believe trust among team members positively influences overall efficiency in the workplace.					
2.	I agree culture of trust fosters open communication and idea sharing, thereby enhancing efficiency					
3.	I think trust allows for more effective delegation of tasks, leading to optimized resource utilization and					

	time management.					
4.	I think Trust plays great role in team cohesion and morale for achieving overall efficiency					
5.	I agree trust allows team members to take calculated risks and innovate, ultimately leading to improved efficiency					

C- TEAMWORK

Q. No	Statements	1	2	3	4	5
1.	I believe that collaborative efforts within a team lead to increased efficiency.					
2.	I believe mutual support and assistance among team members contribute to achieving goals efficiently.					
3.	I think a diverse team composition positively affects the efficiency of tasks and projects.					
4.	I believe the importance of team cohesion and morale in achieving overall efficiency.					
5.	I agree effective delegation of tasks among team members leads to optimal use of resources and time.					

D- COMMUNICATION

Q. No	Statements	1	2	3	4	5
1.	I agree that clear and timely communication leads to smoother and faster task completion.					
2.	I believe transparent communication about goals, objectives, and expectations contribute to achieving efficiently.					
3.	I agree a culture of open communication encourages idea sharing and innovation, thereby enhancing efficiency.					

4.	I think effective communication allows more accurate delegation of tasks, leading to optimized resource utilization and time management.					
5.	I agree effective communication enables quick decision-making processes, leading to improved efficiency.					

E . Efficiency

Q. No	Statements	1	2	3	4	5
1.	I accomplish tasks quickly and efficiently.					
2.	I have high standard of task accomplishment.					
3.	My work outcomes are of highly efficient.					
4.	I always beat our team targets.					
5.	I can manage my time and allocate resources efficiently.					